打造互联网思维


商战
电商时代
要么加入，要么死亡


移动的帝国
日本移动互联网兴衰启示录
UNIQLO


大师轻松读
高效的上网整理术
Getting Organized in the Google Era


大师轻松读
大数据时代创造大业绩


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Part 1 How You Think

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Part 3 Organizing Around 21st Century Challenges

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Strategy 1 Get to growth opportunities before your competitors do

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Strategy 2 Use and optimize multiple channels to serve customers of different sizes

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Strategy 3 Use sales operations and technologies as engines of growth

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Strategy 4 Balance near-term growth with building long-term capabilities

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Strategy 5 Get buy-in to implement difficult changes to beat the market



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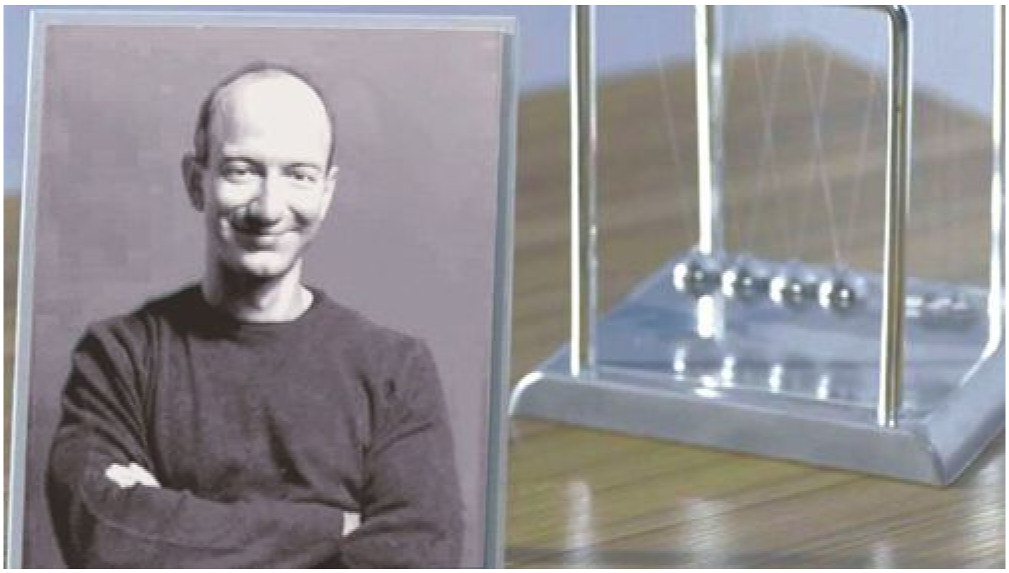
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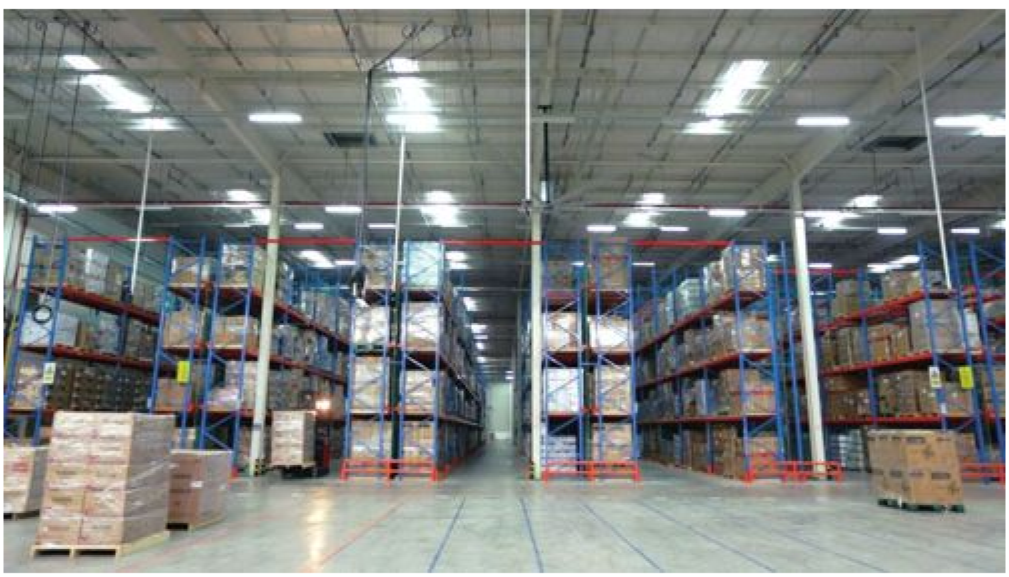
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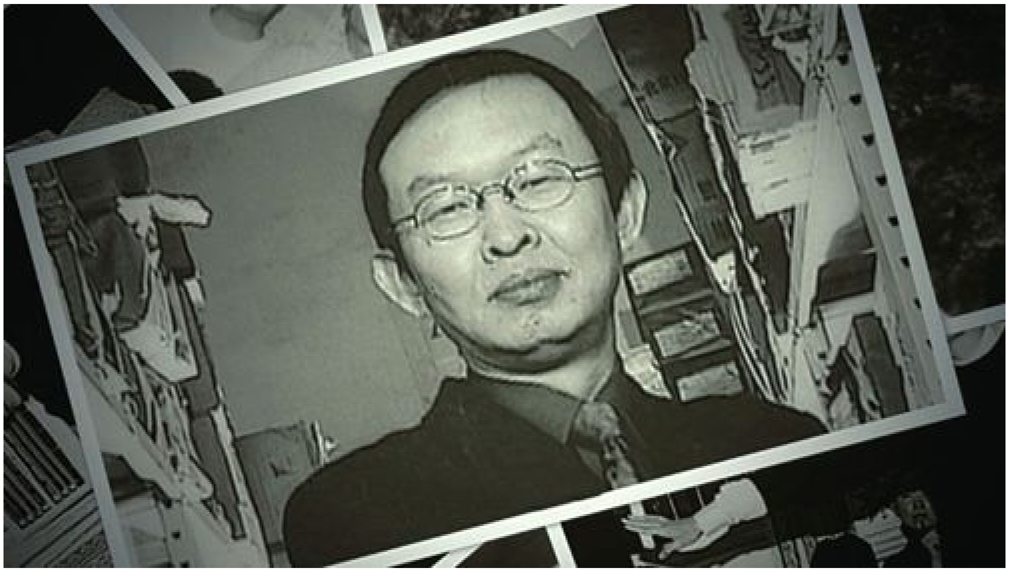
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CI Automative Spark Plugs
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Walmart
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Walmart and Yihaodian Officially Launch Their China e-Commerce Business
中国上海 2012年10月26日
Shanghai , China October 26, 2012



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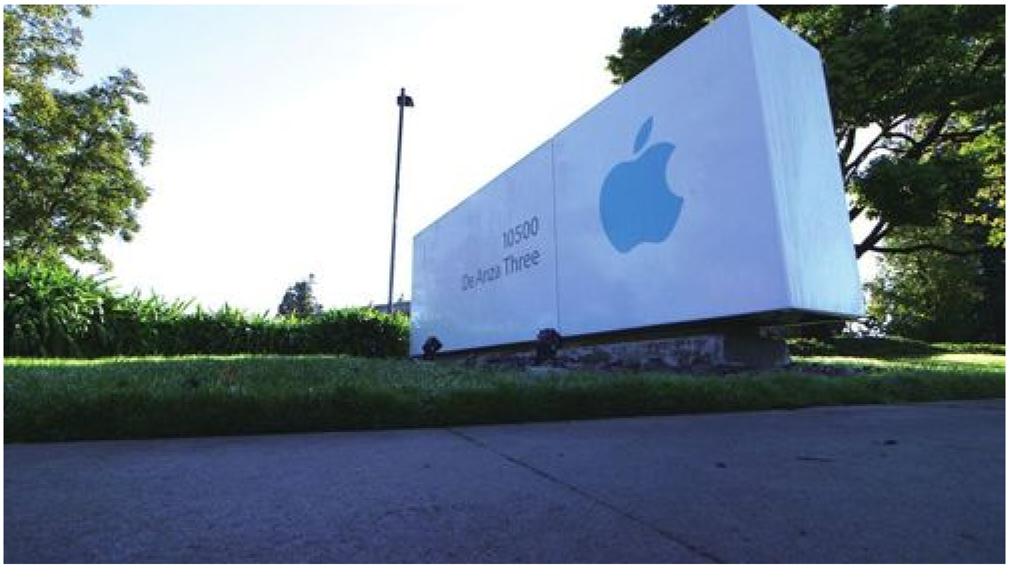
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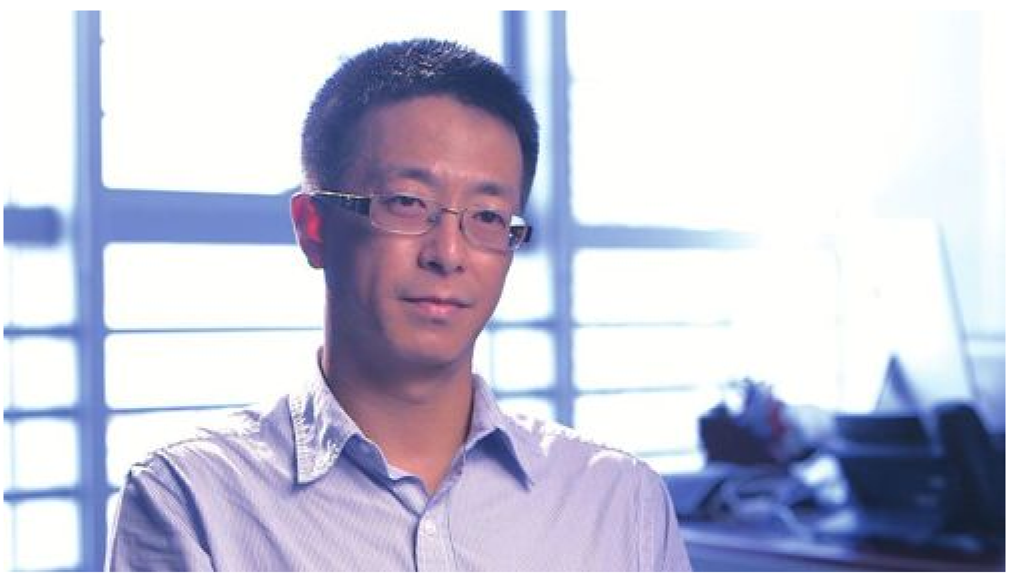
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◆不断创新才能与时俱进。CEO刘强东依托其超前的眼光，不断让京东模式升级：2001年京东便开始转型为3C 产品网络零售商；2006 年，京东选择了一条最困难的路径——投资自建物流体系。从此，迈出了京东逐步做大做强的关键一步“自建物流”。

在我国，电子商务与物流发展并不同步的境况下，CEO刘强东独具慧眼，毅然决定在京东早期的资金使用上做出“七成用于物流体系建设”的惊人之举。刘强东10年前（即2008年4月）创办的京东物流的第一个仓库，现在已成为整个亚洲最大的物流体系。

2010年，京东物流引入了最先进的管理理念和物流设备，在北京、上海、广州等1线城市全面试行并推广。京东这一措施，无疑为京东物流的发展与壮大插上了腾飞的翅膀，极大地加速了京东物流的发展步伐。

2011年，京东提出了“亚洲一号”的构想，即耗资约100亿元，建设200－300万平方米的多个大型、先进的现代化物流中心，提供商品的仓储、分拣、包装、配送等服务，从根本上提高京东物流服务的质量和效率。目前，京东已经在全国超过100个城市建立了物流中心，还在32个大中城市建立了亚洲一号仓库，向着覆盖全国的物流服务网络的目标迈进。

为了使配送服务更加快捷，2013年5月，京东启动“极速达”服务，在全国49个大中城市能够实现下单后3小时送达，并全面推广“211限时达”等一系列快速配送服务。

在不断加大投入的情况下，京东的物流体系越发完善。2011年后，京东的日订单处理量逐步由35万单，提升至55万单，从而使越来越多的消费者享受到了便利快捷的京东特色的物流配送服务。到2015年，京东拥有了8个一级物流中心，并且分布在52个大中城市，配送站点达到60万。

京东“无人仓库”的启用，是将高科技用到了极致。京东“无人仓库”中拥有3种不同的智能机器人，而且它们各司其职，使得“无人仓库”能够在无人操作的(仅需要3名工作人员对高达49个机器

“无人仓库”从包装到分拣的整个过程完全由机器操作，京东的这种创新性的新型物流管理模式被誉为“智能物流先锋”。

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小白鼠是10倍的人类"阿凡达"

那么，它又是怎样"不断地、不加节制地给人类吃药"的实验呢？

"小白鼠"是很多人熟知的实验室动物。

这些人类的替身，是人类生命的"阿凡"。

2008年，世界上诞生了一个非常昂贵的研究项目——人类长寿基因的研究项目，这个项目的目的是寻找人类长寿的基因，并且通过研究这些长寿的基因将人类的寿命延长10倍以上，这个项目的实验对象就是小白鼠。

据调查，小白鼠体内共有约两万四千多个基因，人类的基因数量与之相当，而且大部分是同源的，因此，小白鼠被称为"阿凡达"。这些小白鼠的60%与人类的基因相同。


SF AIRLINES
顺丰航空



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[illegible]8848[illegible]B2C[illegible]8848[illegible]“IDG[illegible]”[illegible]

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“[illegible]”[illegible]8848[illegible]B2C[illegible]

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2001[illegible]8[illegible]8[illegible]4[illegible]8[illegible]

2001[illegible]10[illegible]21[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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[illegible]8848[illegible]1999[illegible]18[illegible]2000[illegible]

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[illegible]2007[illegible]7[illegible]29[illegible]

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2000[illegible]“[illegible]”[illegible]

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[illegible]50%[illegible]

2011[illegible]6[illegible]12.15[illegible]12[illegible]5.88[illegible]

[illegible]50%[illegible]

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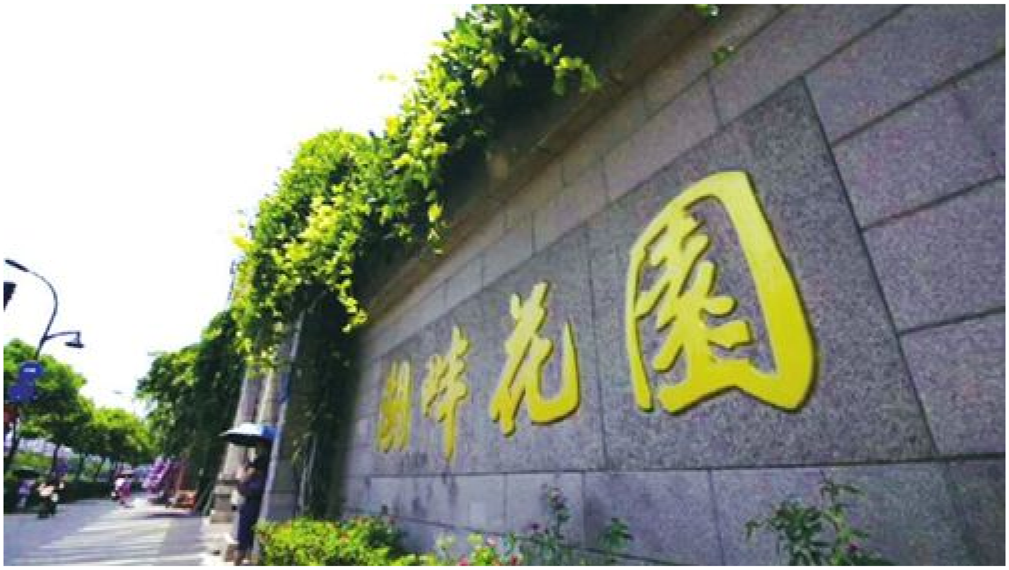
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[illegible]500[illegible]

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2002[illegible]11[illegible]16[illegible]2003[illegible]

2003[illegible]5[illegible]10[illegible]C2C[illegible]

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8848[illegible]

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1999[illegible]

20[illegible]90[illegible]——[illegible]

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2010[illegible]12[illegible]18[illegible]

[illegible]86.4%[illegible]100[illegible]2010[illegible]27[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

2011[illegible]1[illegible]17[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

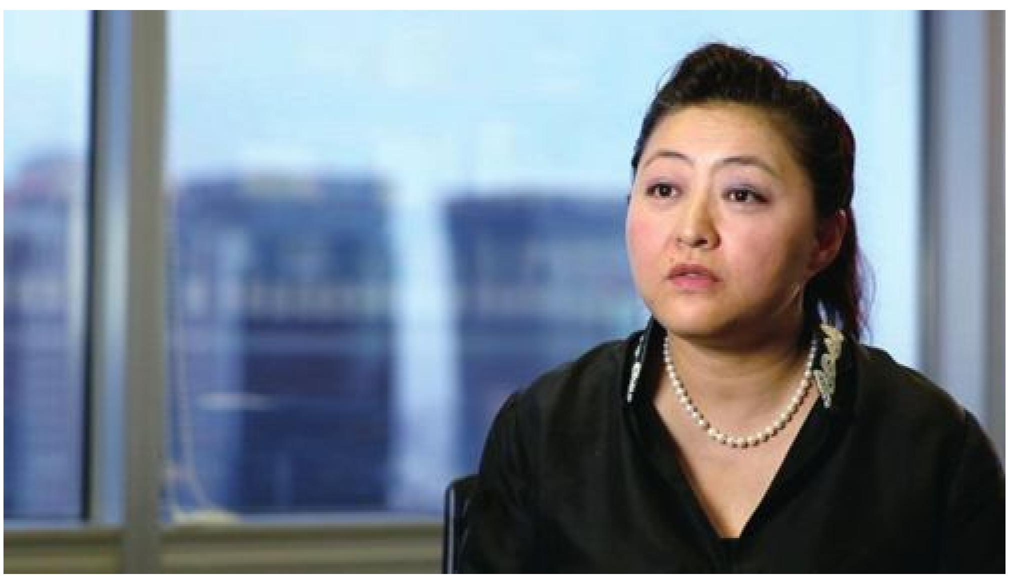
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2006[illegible]10[illegible]

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[illegible]1000[illegible]100%[illegible]

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[illegible]2100[illegible]

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2009□11□20[illegible]6000□[illegible]24[illegible]400[illegible]

[illegible]“[illegible]”[illegible]18[illegible]2009[illegible]B[illegible]



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[illegible]2011[illegible](DST)[illegible]6[illegible]D[illegible]C[illegible]15[illegible]

[illegible]“[illegible]2006[illegible]2007[illegible]1000[illegible]2008[illegible]800[illegible]”[illegible]

[illegible]“[illegible]”[illegible]

2013[illegible]2[illegible]17[illegible]7[illegible]23[illegible]

[illegible]B2C[illegible]

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[illegible]“[illegible]”[illegible]

1995[illegible] [illegible] [illegible]

1999[illegible]

2006[illegible]10%[illegible]

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2005[illegible]8[illegible]11[illegible]

[illegible]



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[illegible]6.4[illegible]40%[illegible]35%[illegible]10[illegible]

[illegible]eBay[illegible]C2C[illegible]eBay[illegible]

[illegible]10[illegible]3[illegible]

[illegible]“[illegible]10[illegible]eBay[illegible]eBay[illegible]”

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2007[illegible]2012[illegible]5[illegible]2012[illegible]1[illegible]

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[illegible]“[illegible]”[illegible]

[illegible]1[illegible]“[illegible]1[illegible]1[illegible]”[illegible]

[illegible]“[illegible]”[illegible]

[illegible]

[illegible]2010[illegible]10[illegible]35%[illegible]39%[illegible]35.7%[illegible]31.7%[illegible]29.3%[illegible]CEO[illegible]



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[illegible]CEO[illegible]CEO[illegible]

[illegible]1995[illegible]1998[illegible]“[illegible]”[illegible]“[illegible]Internet[illegible]”[illegible]

1999[illegible]“[illegible]”

2005[illegible]5[illegible]UT[illegible]CEO[illegible]

[illegible]“[illegible]”[illegible]

[illegible]2009[illegible]1[illegible]CEO[illegible]

2010[illegible]6[illegible]8[illegible]

9[illegible]CEO[illegible]9[illegible]10[illegible]

2012[illegible]9[illegible]18[illegible]63[illegible]8[illegible]50%[illegible]5.5[illegible]50%[illegible]

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2012[illegible]1[illegible]18[illegible]
1995 [illegible].[illegible]17[illegible]2012[illegible]

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[illegible]“[illegible]”[illegible]

2. [illegible]2008[illegible]440[illegible]“[illegible]”[illegible]

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2012[illegible]

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2010[illegible]“[illegible]”[illegible]

[illegible]

“[illegible]……[illegible]”[illegible]



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[illegible]“[illegible]”[illegible]4[illegible]

[illegible]2010[illegible]CEO[illegible]“[illegible]”[illegible]

[illegible]2010[illegible]1500[illegible]10[illegible]2011[illegible]

2010[illegible]2010[illegible]

[illegible]2000[illegible]

[illegible]6[illegible]6000[illegible]

[illegible]

[illegible]“[illegible]

[illegible]”[illegible]

2011[illegible]“[illegible]70%[illegible]80%”[illegible]100[illegible]

[illegible]2012[illegible]

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[illegible]“[illegible]”[illegible]

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meituan.com

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[illegible]Groupon[illegible]Groupon[illegible]Groupon[illegible]Groupon[illegible]

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2005 [illegible]W. [illegible]·[illegible]·[illegible]——“[illegible]”[illegible]

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2013[illegible]5[illegible]10[illegible]

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2013[illegible]5[illegible]28[illegible]CEO[illegible]“[illegible]”[illegible]

2006[illegible]67.5[illegible]2013[illegible]6[illegible]4.13%[illegible]

2010[illegible]

2011[illegible]B[illegible]5000[illegible]

2013[illegible]4[illegible]5.86[illegible]18%[illegible]

2013[illegible]9[illegible]

[illegible]

[illegible]

[illegible]2012[illegible]12[illegible]4[illegible]12[illegible]5[illegible]

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[illegible]“[illegible]”[illegible]——[illegible]

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2012[illegible]9[illegible]28[illegible]7[illegible]400[illegible]

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2013[illegible]12[illegible]

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[illegible]iPhone[illegible]iPad[illegible]

[illegible]——[illegible]

2011[illegible]9[illegible]5[illegible]30[illegible]

[illegible]12[illegible]18[illegible]

[illegible]1[illegible]3[illegible]10[illegible]……

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2013[illegible]10[illegible]11[illegible]60[illegible]“[illegible]”[illegible]

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2011[illegible]8[illegible]CEO[illegible]

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2011[illegible]“[illegible]”[illegible]

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[illegible]“[illegible]”[illegible]“[illegible]”[illegible]VANCL[illegible] [illegible]“[illegible]”[illegible]

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2007[illegible] [illegible]PPG[illegible]“[illegible]”[illegible]“PPG[illegible]”[illegible]

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2007[illegible]PPG[illegible]

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[illegible]2012[illegible]2011[illegible]9[illegible]30[illegible] [illegible]14.45[illegible]2011[illegible]50%[illegible]

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2012[illegible]“[illegible]”[illegible]“[illegible]”





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2013[illegible]7[illegible]16[illegible]“[illegible]”[illegible]7[illegible]15[illegible]36[illegible]

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[illegible]2009[illegible]8:2[illegible]2010[illegible]2010[illegible]12[illegible]

2012[illegible]“[illegible]”[illegible]191[illegible]“[illegible]”[illegible]

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按摩室
MASSAGE ROOM




Design



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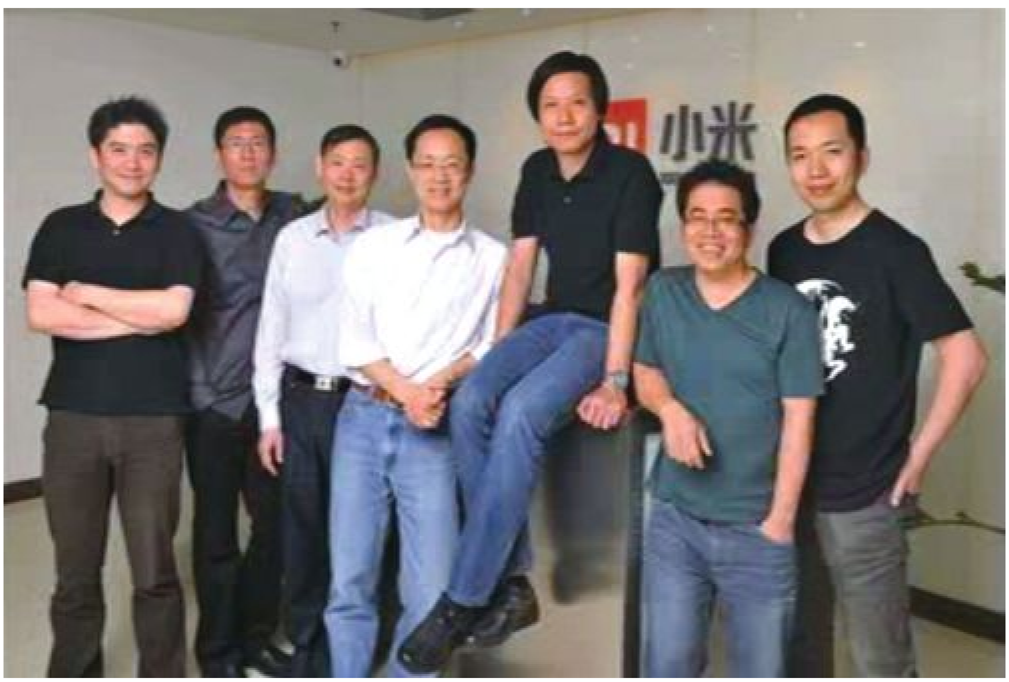
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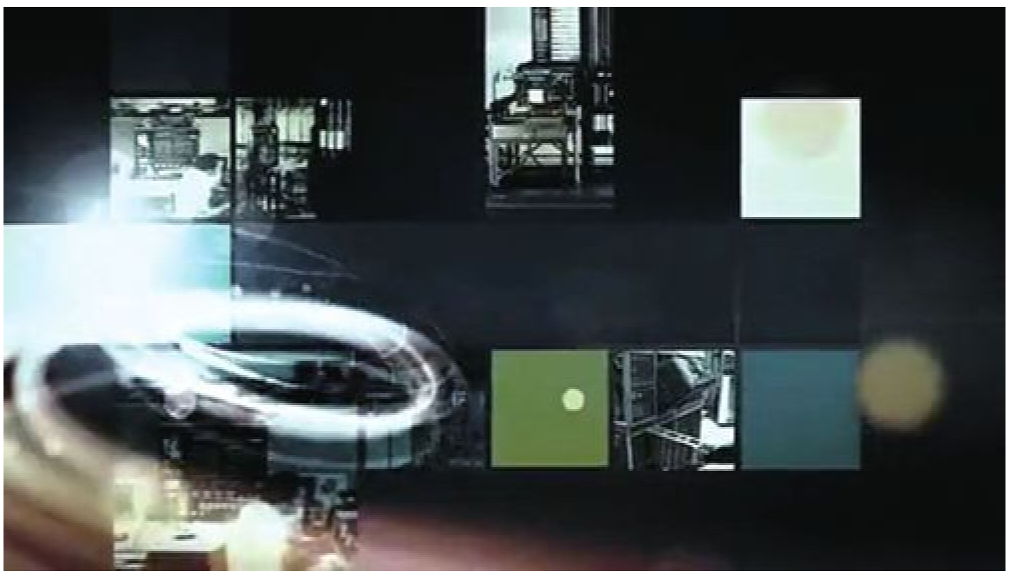
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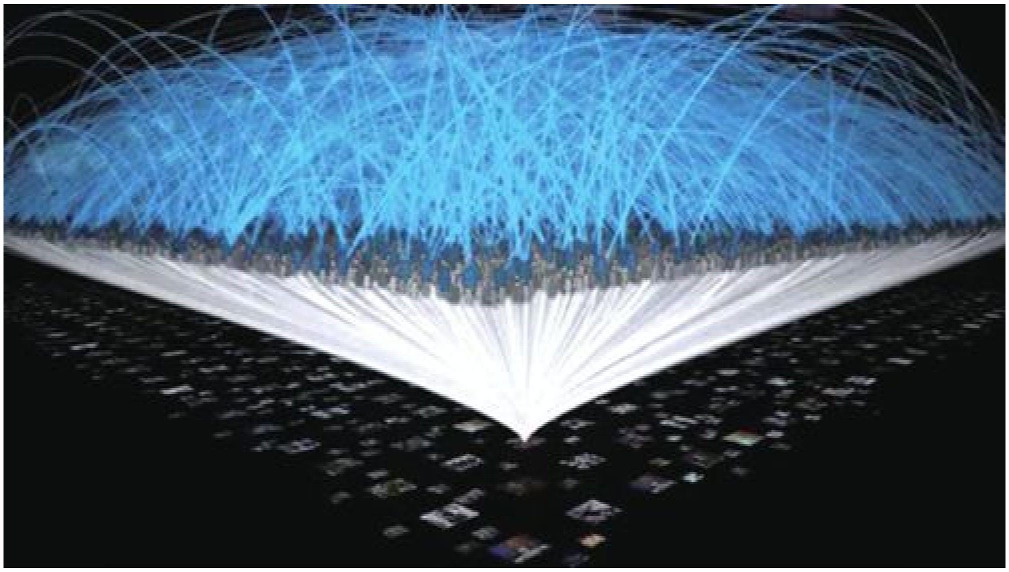
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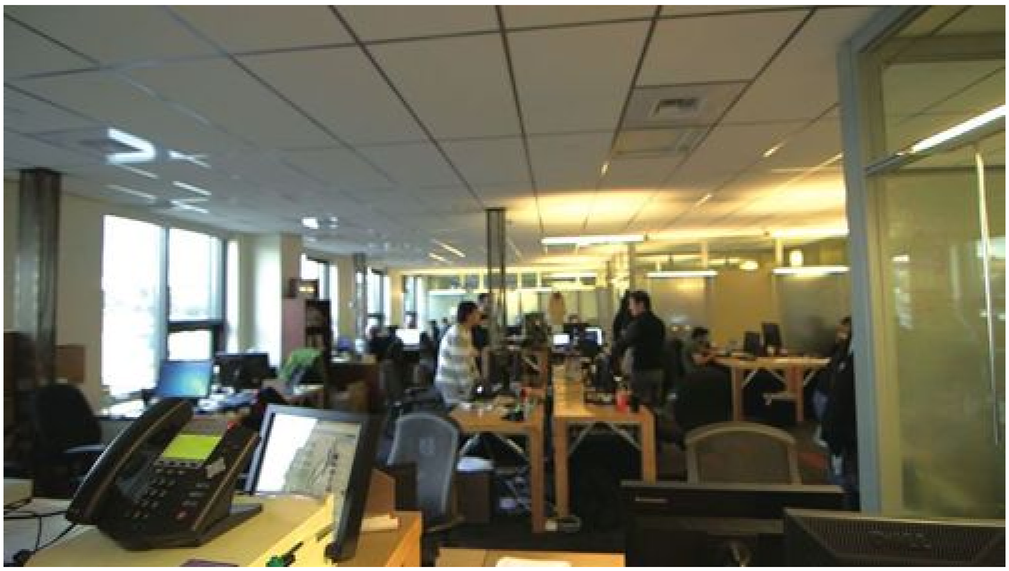
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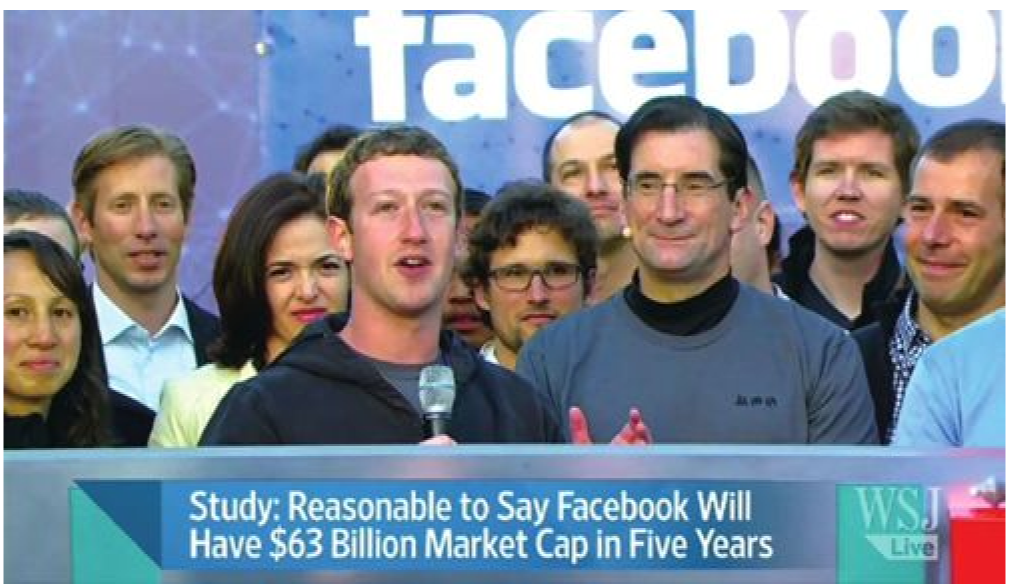
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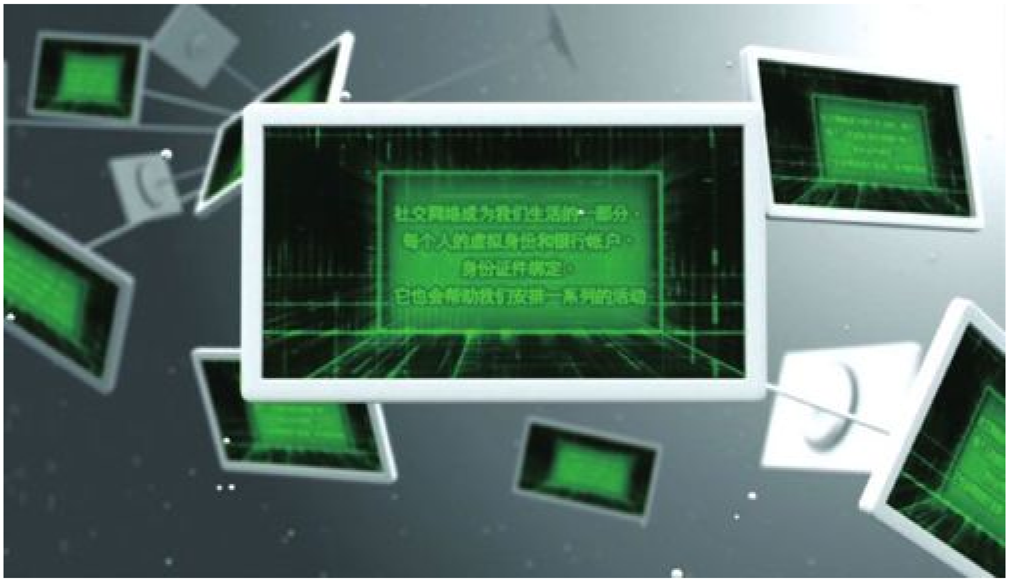
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以邻为鉴，迄今最全面的日本移动互联网研究
深度剖析移动互联网产业链，探寻世界先进商业模式

Nation of Mobile

移动的帝国

日本移动互联网兴衰启示录

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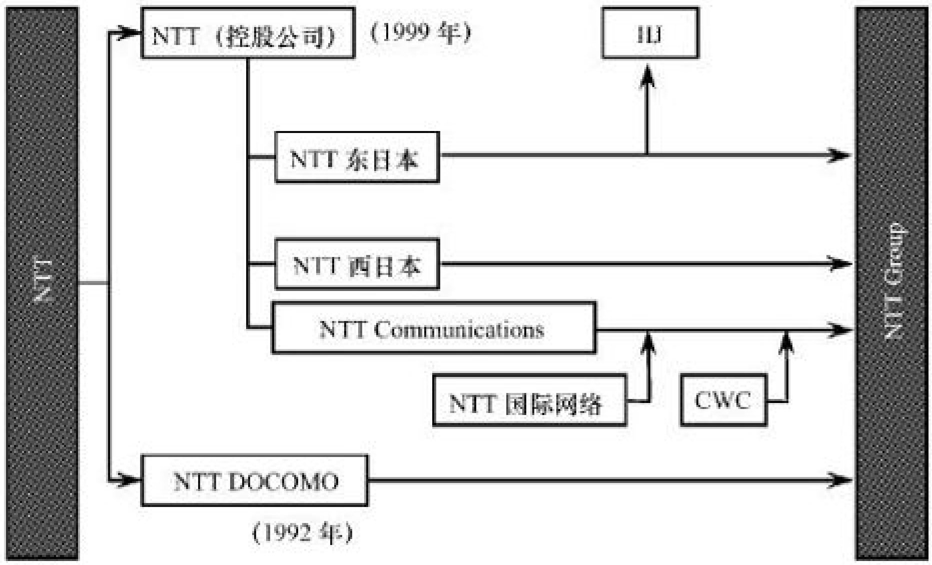
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NTT DOCOMO 公司简介

公司名称	NTT DOCOMO
创立时间	1991年
主营业务	移动通信
员工数	23,289人
总部所在地	东京
注册资金	9,496亿7,950万日元
营业额（2012年）	44,700亿日元
用户数（2012年）	6,173万
上市时间	1998年
上市地	东京证券交易所
主页地址	http://www.nttdocomo.co.jp
主要出资方	日本电信电话株式会社(63.32%)

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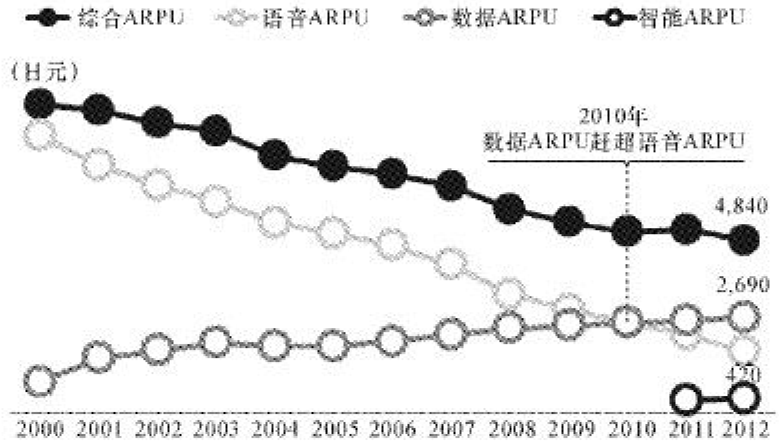
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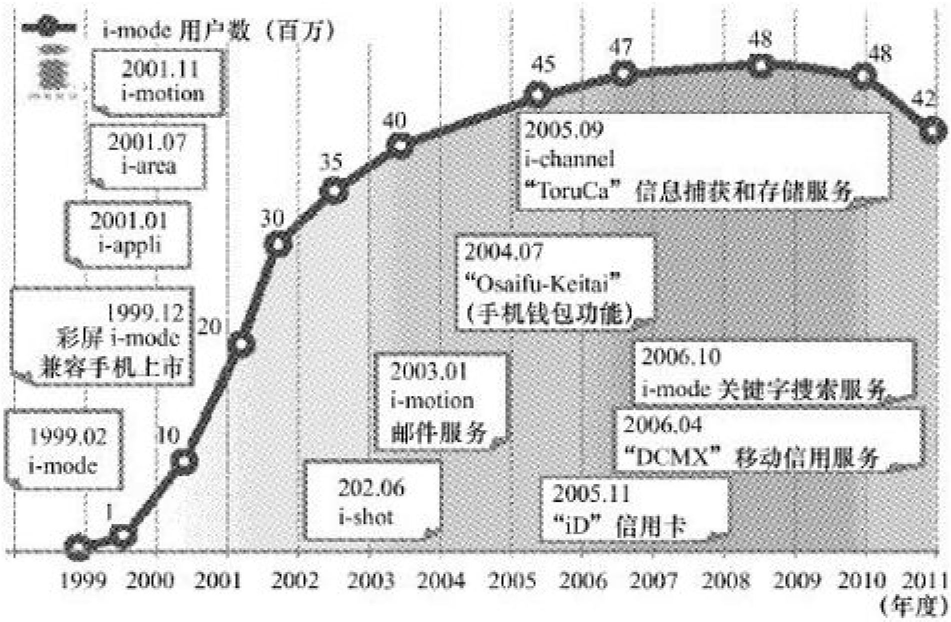
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俄罗斯	MTS	停止
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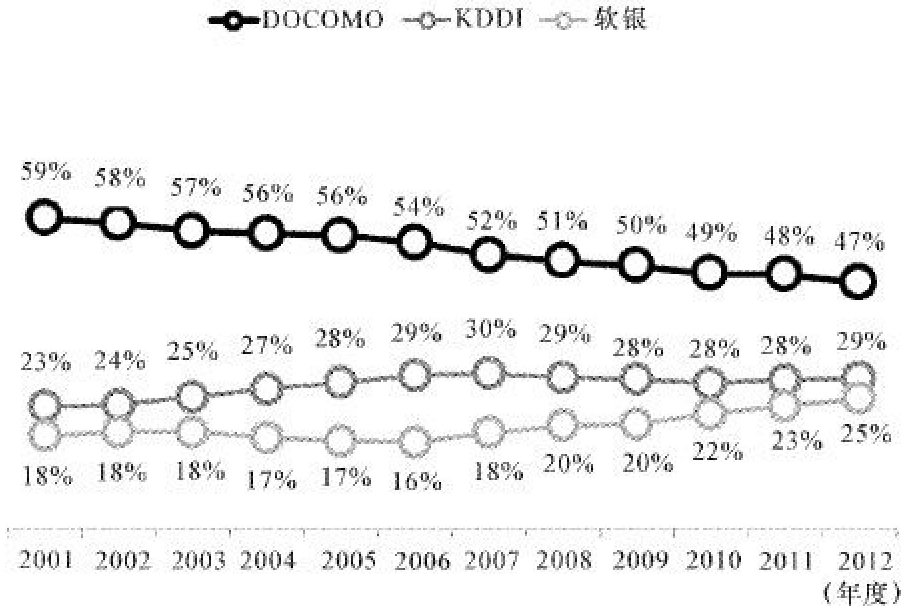
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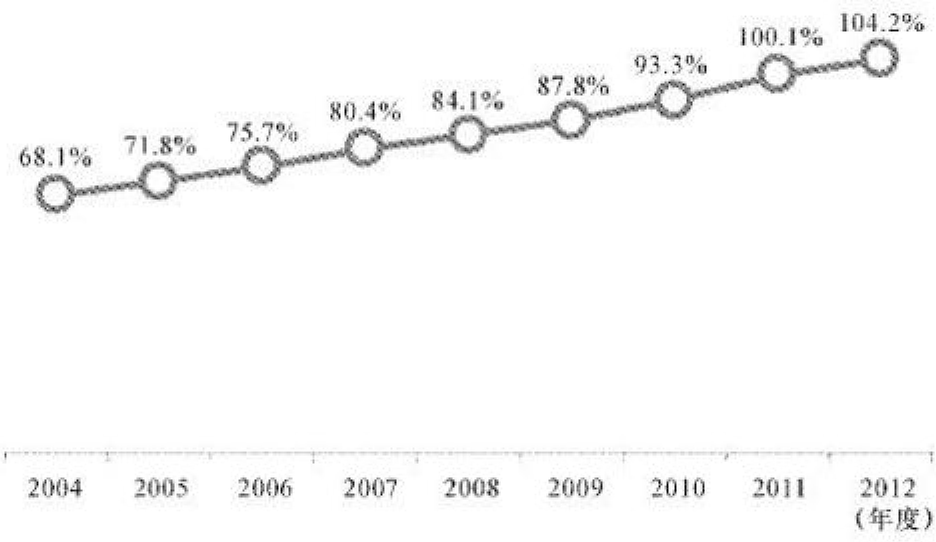
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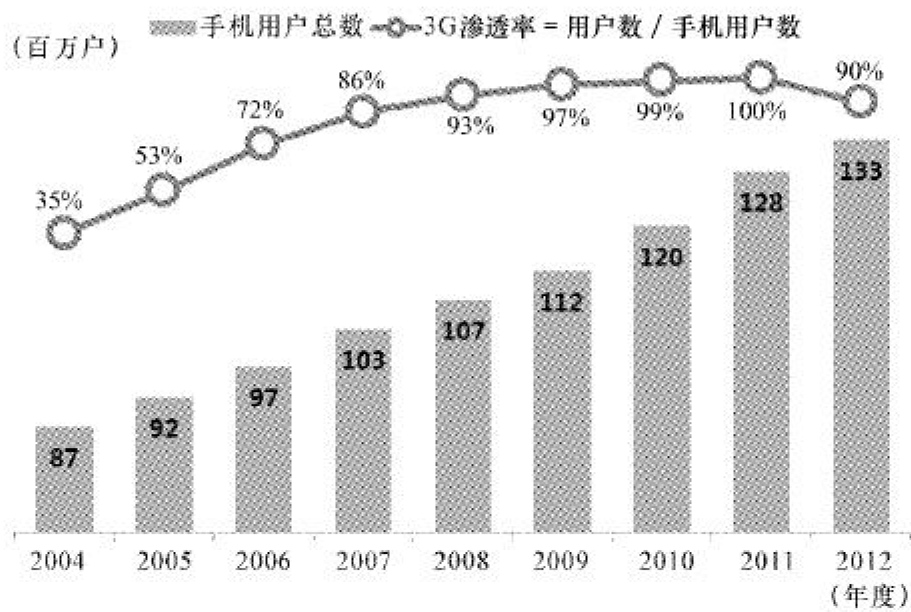


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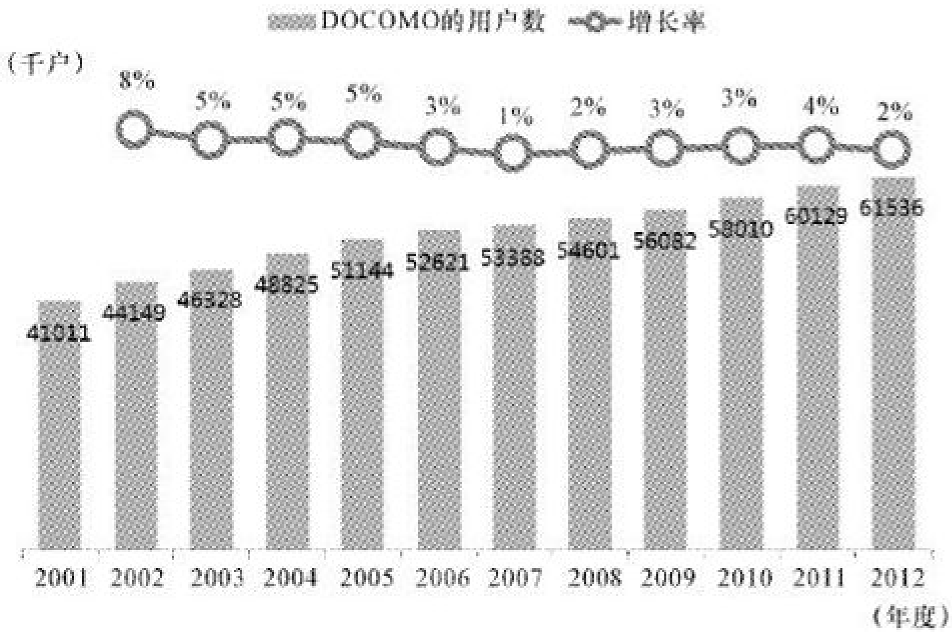
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□2010 □□□□□□LTE □□□□□□□□□2012□12□□□□□□□□800□□□□□□□□□□□□□□□□Xi□□□□□□2014 □□□1500 □□□□□□□25%□□□□□□□3G/3.9G □□□□□15 □15 □□□□□□□□□□□□□□□□□□□□□——NTT DOCOMO□□□□□□□□□□□□□□□□



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DOCOMO的用户数
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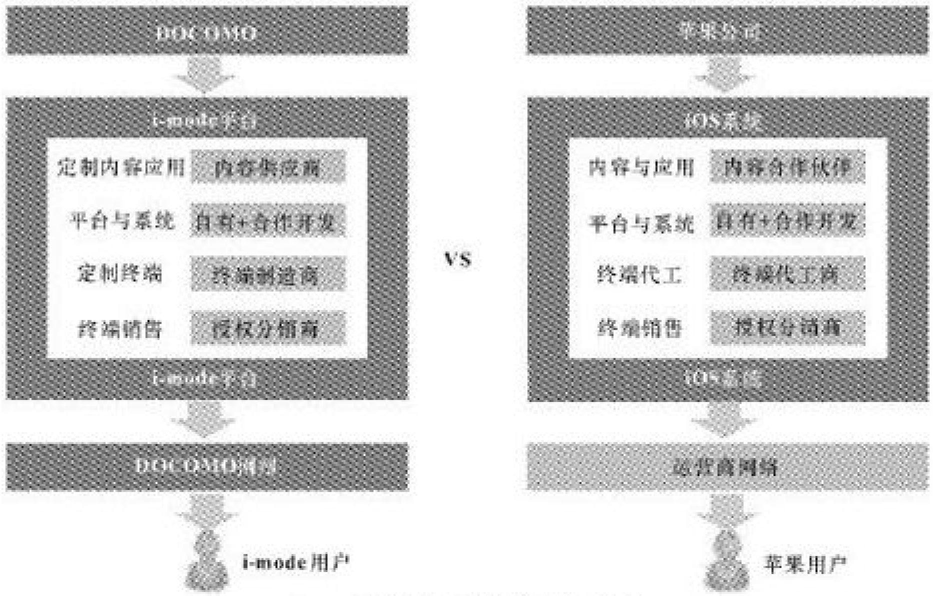
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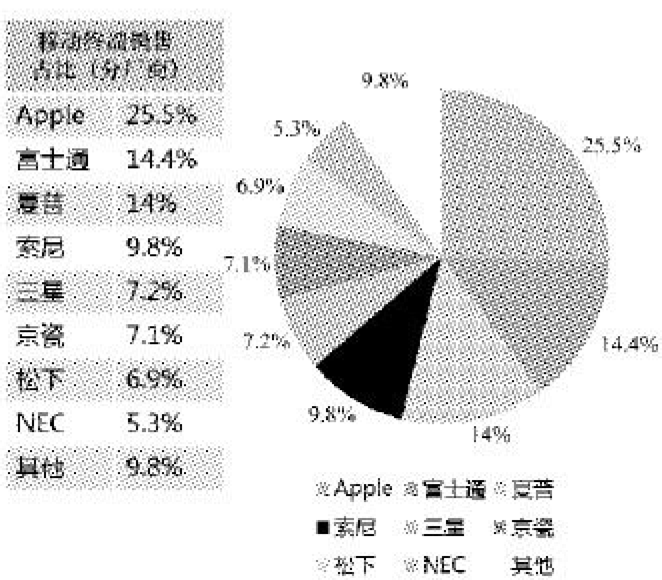
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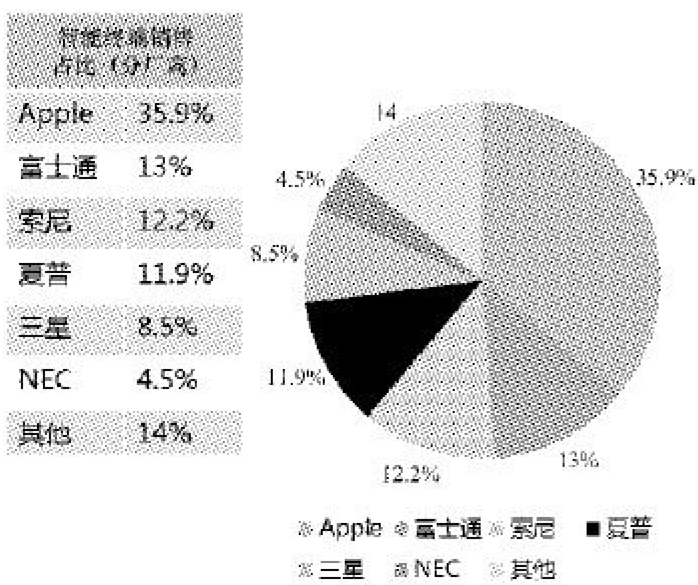
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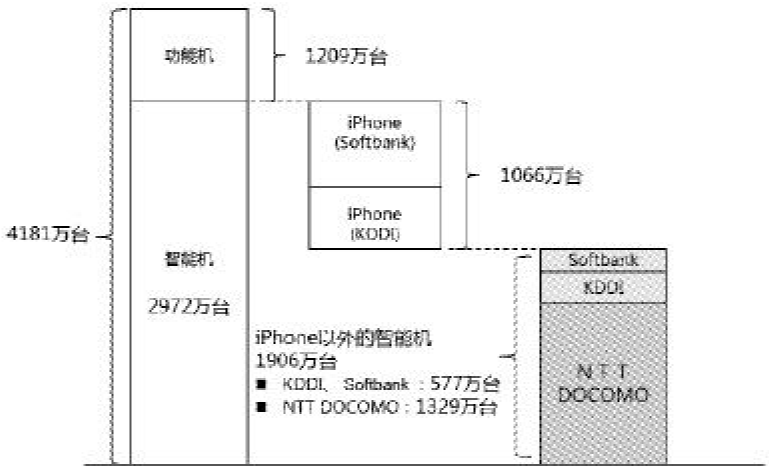
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移动终端销售占比（分厂商）
Apple 25.5%
富士通 14.4%
夏普 14%
索尼 9.8%
三星 7.2%
京瓷 7.1%
松下 6.9%
NEC 5.3%
其他 9.8%
9.8%
25.5%
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Apple 富士通 夏普
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2012[illegible]


智能终端销售占比（分厂商）
Apple 35.9%
富士通 13%
索尼 12.2%
夏普 11.9%
三星 8.5%
NEC 4.5%
其他 14%
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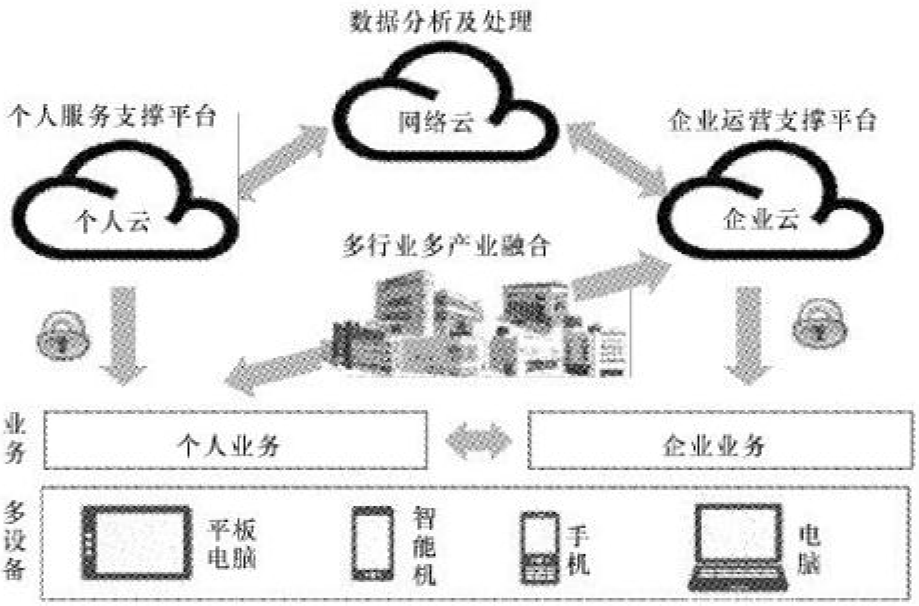
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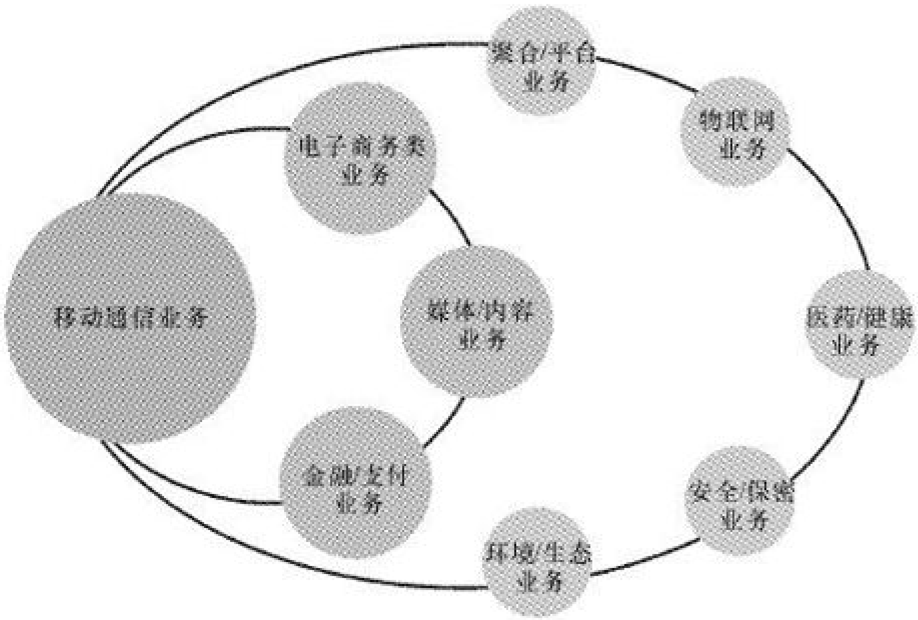
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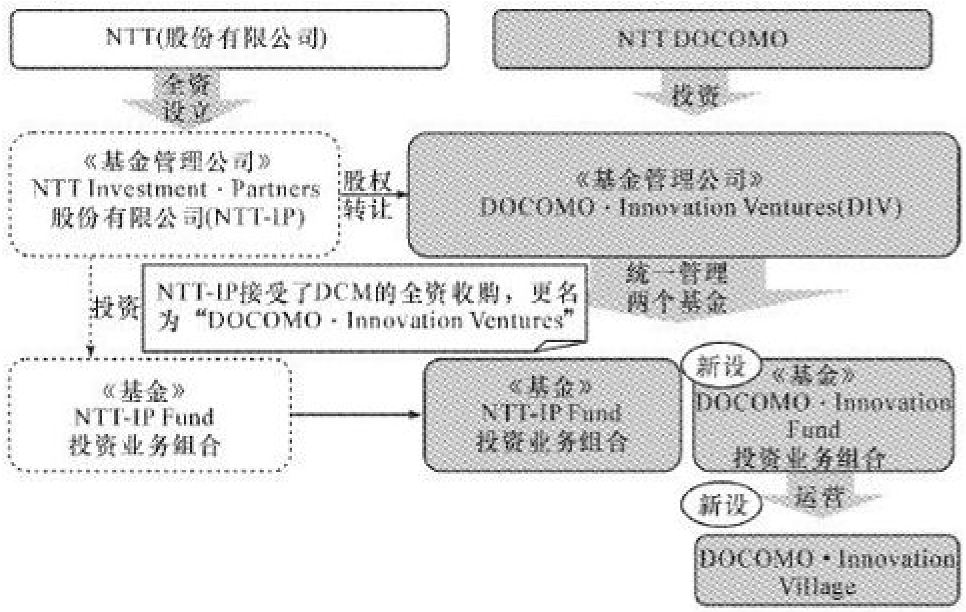
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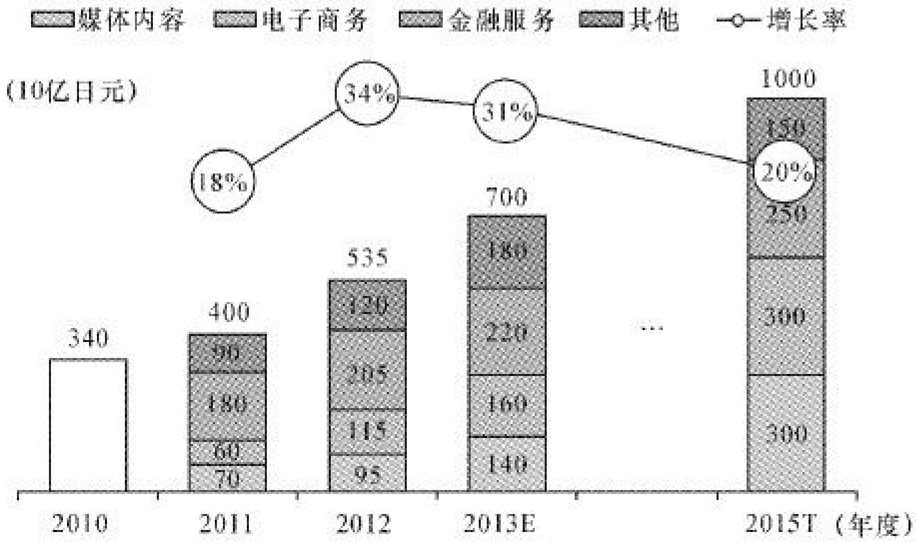
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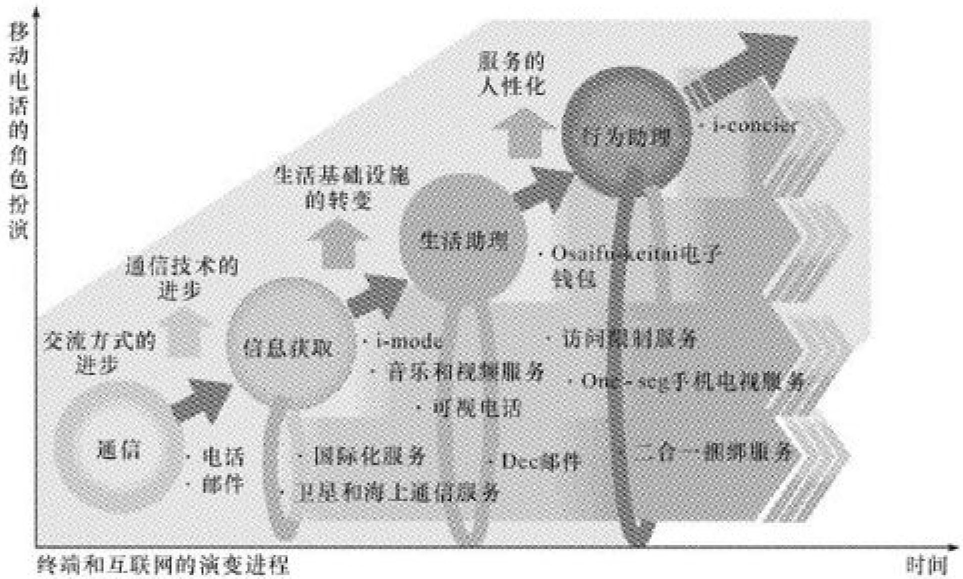
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2.Schedule

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8.AutoGPS□□

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9.MEMO□□

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机型	iPhone 5（支持LTE）	iPhone 4s（不支持LTE）
发售日	2012年9月21日	2011年10月14日
基本费	980日元/月	980日元/月
网络费	315日元/月	315日元/月
流量包月	5460日元/月 （有7G流量限制）	4410日元/月
购机款 （16G内存）	裸机40680日元， 签2年0元	裸机40680日元， 签2年0元

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机型	三星GALAXY S3 （支持LTE）		三星GALAXY S2（不支持LTE）	
发售日	2012年6月28日		2011年6月23日	
基本费	780日元/月		980日元/月	
通话费	21日元/30秒		21日元/30秒	
网络费	315日元/月		315日元/月	
流量包月	4,935日元 （3G限制）	5,985日元 （7G流量限制）	5640日元/月	
购机款	裸机74,550， 转网：签2年0元；	新签或续约： 665日元×24月 =15960日元	裸机59598， 转网：签2年 1050日元×24月 =25200元；	新签或续约： 1470日元×24月 =35280日元

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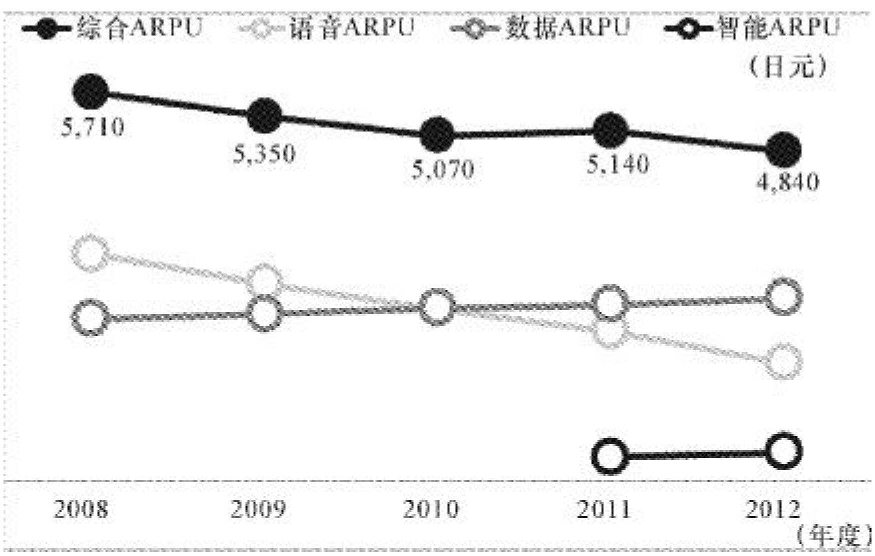
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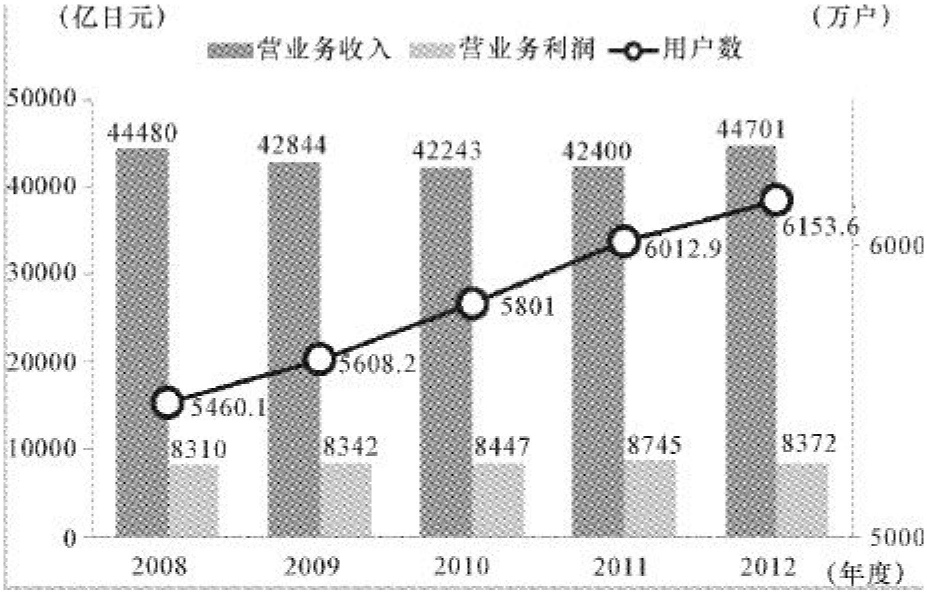
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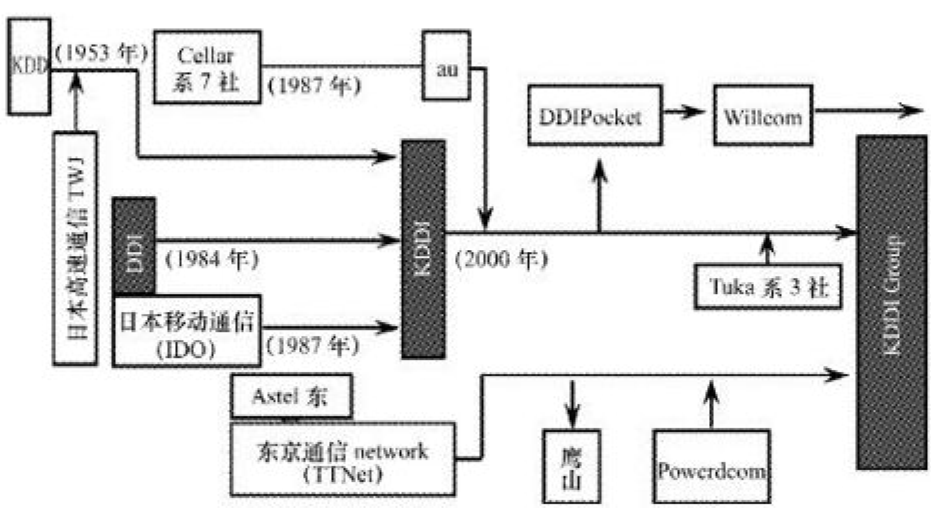
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公司名称	KDDI
创立时间	1984年
主营业务	移动通信
员工数	20,238
总部所在地	东京
注册资金	141,851百万日元
营业额（2012年）	36,623亿日元
用户数（2012年）	NA
上市时间	1993年
上市地	东京证券交易所
主页地址	http://www.kddi.com
主要出资方	京瓷集团(14.98%) 丰田汽车公司(13.01%) The Master Trust Bank of Japan,Ltd.(5.80%) Japan Trustee Services Bank,Ltd.(4.87%)

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　　具体来说，KDDI利用的是差异化竞争的策略，将目标市场定位于年轻人，au品牌也在年轻群体中具有很强的影响力。

　　第一，KDDI实施的是价格竞争策略，充分发挥其价格优势，通过打折来吸引更多的用户。

　　第二，KDDI在功能方面强化竞争优势。由于技术原因，日本的手机上网速率只有200～300千位/秒，在下载音乐方面有一定的困难。KDDI采用了技术更成熟先进的1x EV-DO，能够用手机下载完整的音乐，并且以此为卖点进行大规模宣传，逐渐建立起“au=音乐”的品牌形象。

　　第三，KDDI推出音乐服务“LISMO”作为新卖点。

　　日本年轻人对音乐的需求量很大，很多年轻人都把手机当成随身听，甚至用手机替代了专门的音乐播放器。为此KDDI推出了LISMO服务，使手机与电脑可以实现互相传输音乐，即无缝对接服务。

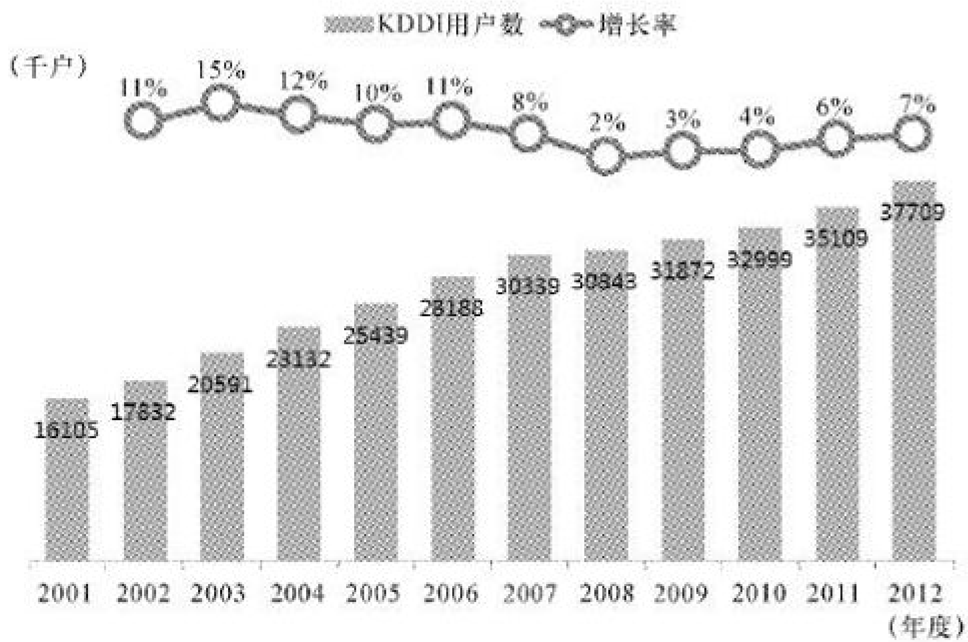
　　LISMO除了可以实现电脑与手机之间的音乐交换外，还可以通过手机下载音乐，并在电脑上进行管理和欣赏。

　　借助LISMO，KDDI成功从NTT DOCOMO手中夺取了大量的年轻用户，而年轻人对移动业务的接受程度一般都较高，KDDI由此获得了很大的竞争优势。可见，在市场竞争中，突出自己的优势，才能获得更好的发展。

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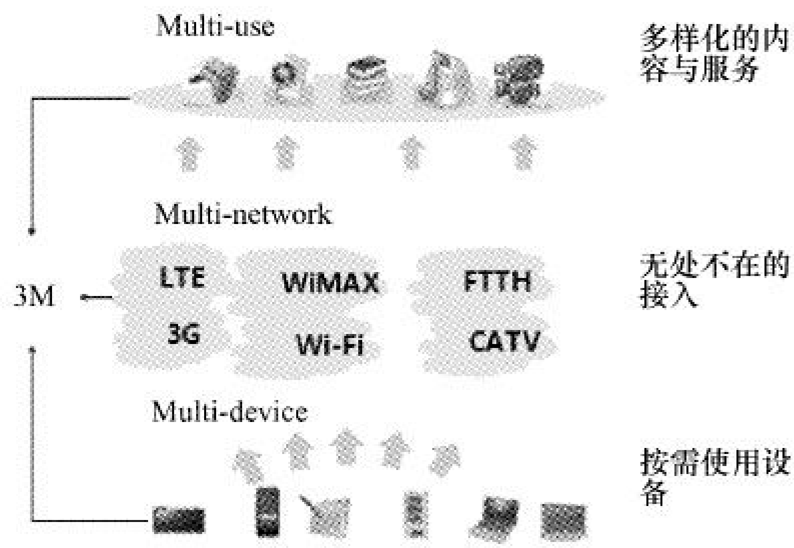
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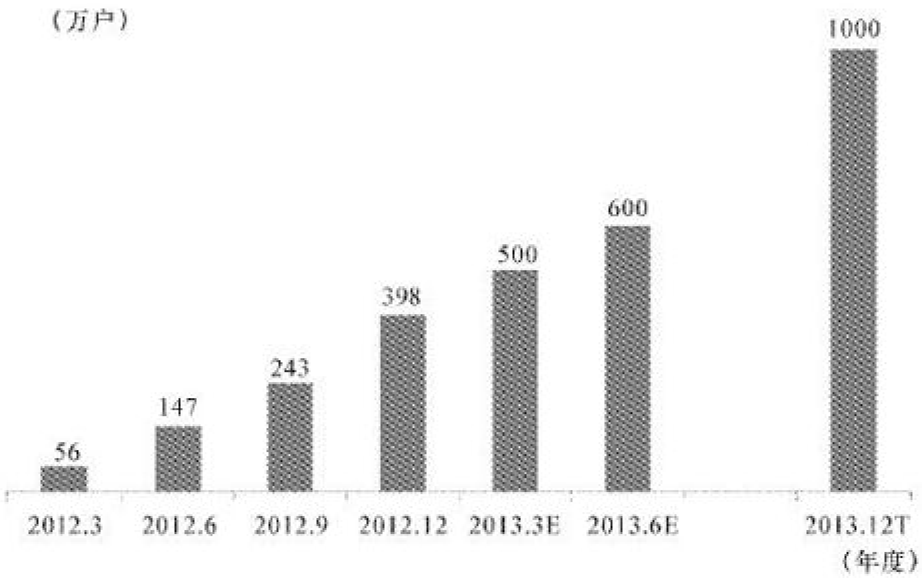


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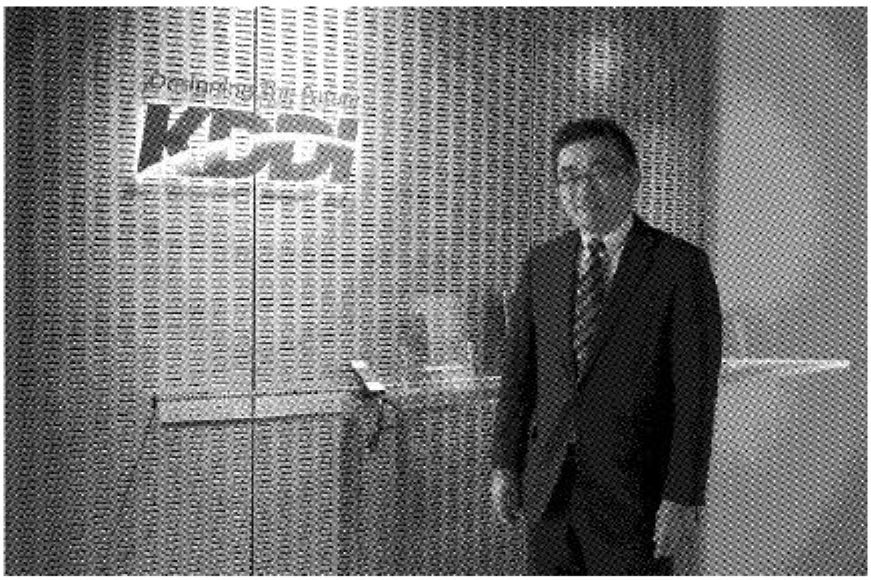
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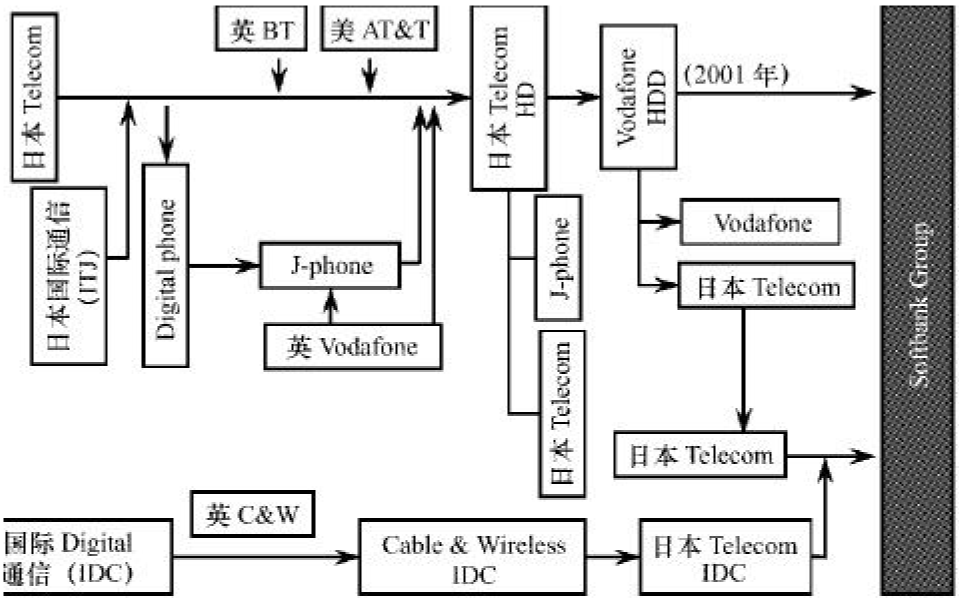
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Softbank[illegible]

公司名称	Softbank
创立时间	1981年
主营业务	移动通信
员工数	24,598
总部所在地	东京
注册资金	2,387亿7,200万
营业额（2012年）	33,784亿日元
用户数（2012年）	2,746万
上市时间	1998年
上市地	东京证券交易所
主页地址	http://www.softbank.co.jp
主要出资方	孙正义(20.16%) Japan Trustee Services Bank,Ltd.(8.60%) JP Morgan Chase Bank(7.71%) The Master Trust Bank of Japan,Ltd.(4.56%)

Softbank[illegible]



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1995[illegible]3[illegible]17.7[illegible]——SoftbankTechnologyVentures[illegible]GaryRieschel[illegible]

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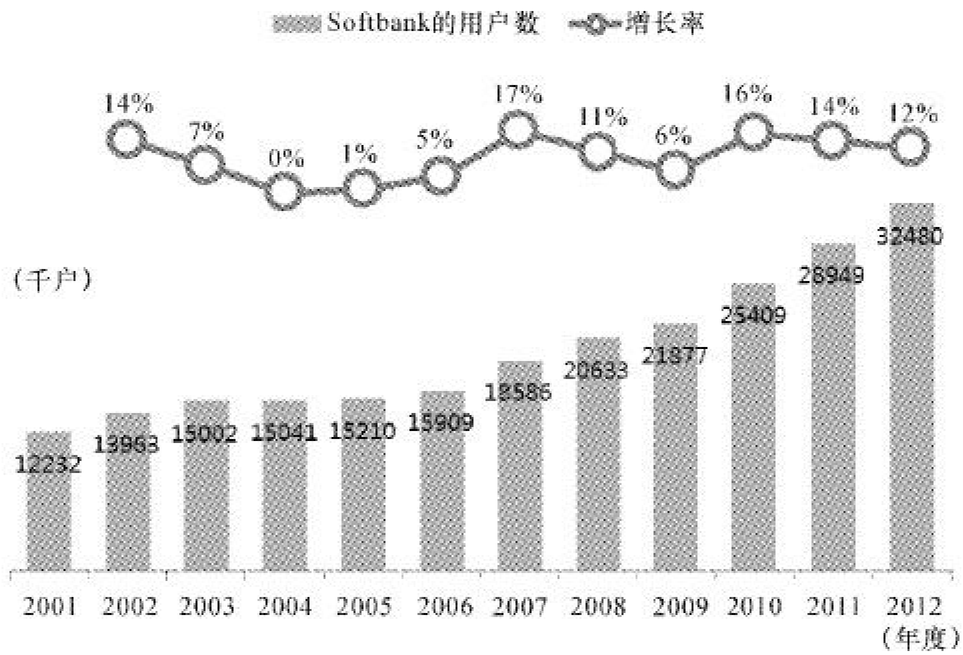
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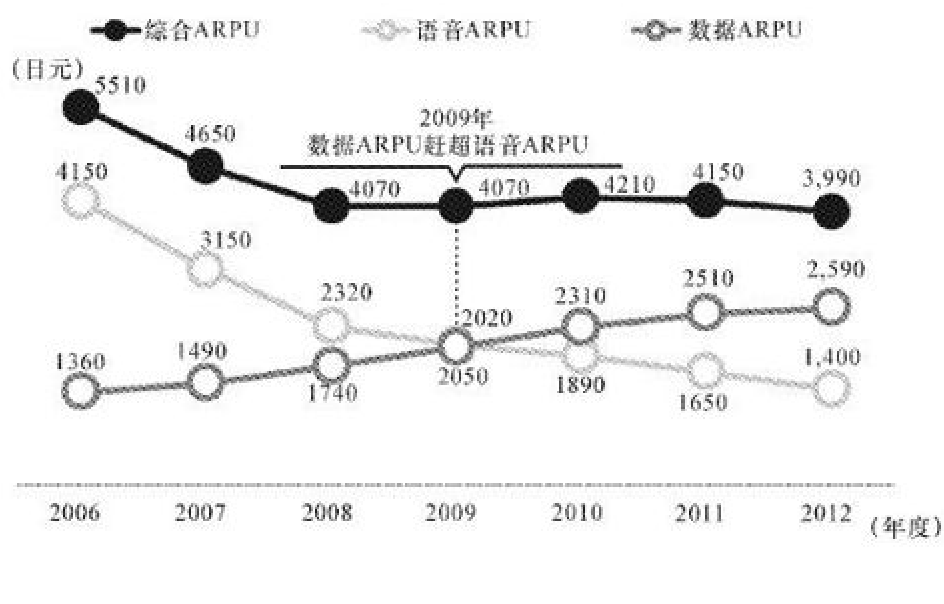
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Softbank的用户数
增长率
14%
7%
0%
1%
5%
17%
11%
6%
16%
14%
12%
(千户)
12232
13963
15002
15041
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2012
(年度)

Softbank[illegible]



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3150
2320
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2510
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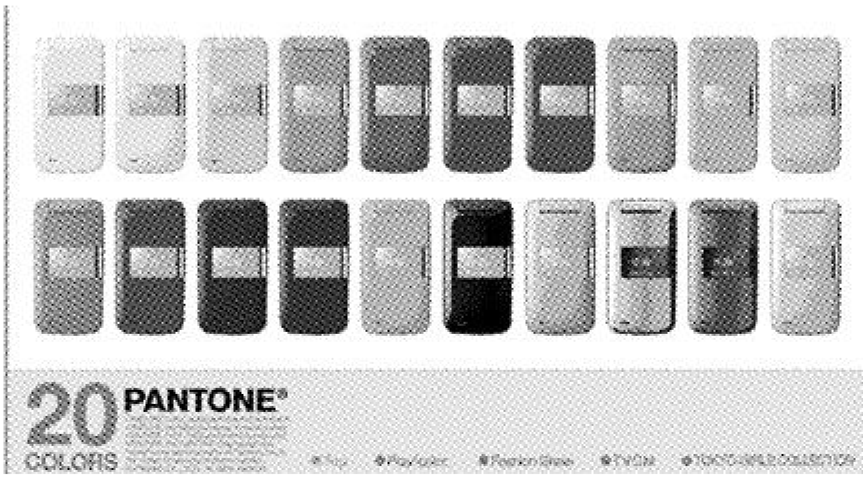
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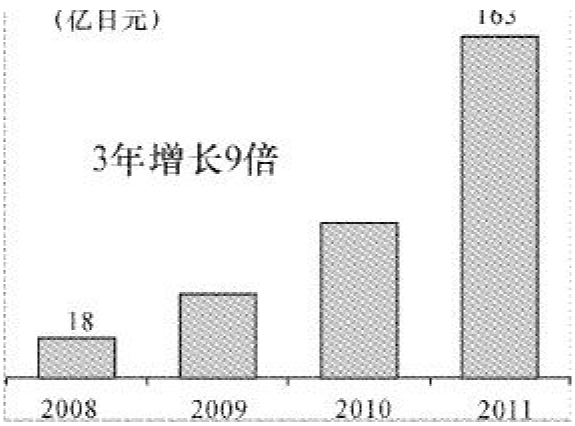
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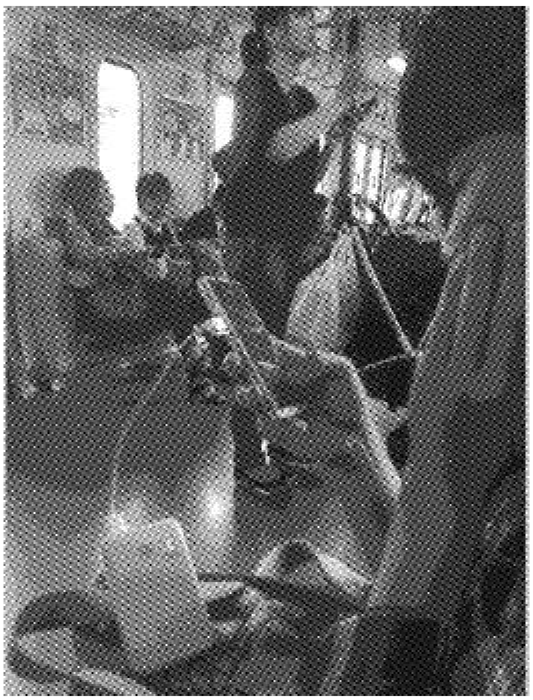
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Mixi□□□□

公司名称	Line（NHN Japan）
创立时间	2013年
主营业务	互联网通信
员工数	450
总部所在地	东京
注册资金	1亿日元
营业额（2012年）	NA
用户数（2013年）	1亿5000万
上市时间	-
上市地	-
主页地址	http://www.nhncorp.jp/
主要出资方	NA

Line□□□□

公司名称	Mixi, Inc.
创立时间	1999年
主营业务	社交网络 mixi/Find Job
员工数	477
总部所在地	东京
注册资金	3765百万日元
营业额（2012年）	12632百万日元
用户数（2013年）	2711万人
上市时间	2006年
上市地	东京证券交易所
主页地址	http://mixi.co.jp/
主要出资方	笠原健治（53.81%） Morgan Stanley & CO. International PLC(1.76%)

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1999[illegible]“Find Job!”[illegible]

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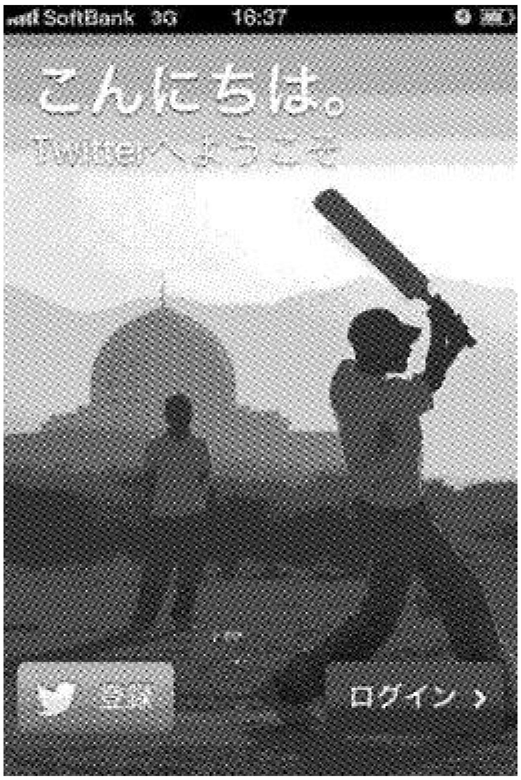
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GREE[illegible]

公司名称	GREE
创立时间	2004年
主营业务	SNS网站
员工数	2,555
总部所在地	东京
注册资金	2.5亿日元
营业额（2012年）	1,582亿日元
用户数（2011年）	2,500万
上市时间	2010年
上市地	东京证券交易所
主页地址	http://gree.jp
主要出资方	田中良和(47.87%) KDDI Corporation(6.82%)

DeNA[illegible]

公司名称	DeNA
创立时间	1999年
主营业务	移动互联网
员工数	2,108
总部所在地	东京
注册资金	103亿9,700万日元
营业额（2012年）	1,465亿日元
用户数（2012年）	NA
上市时间	2005年
上市地	东京证券交易所
主页地址	http://dena.com
主要出资方	有场智子(13.09%) Japan Trustee Services Bank,Ltd.(6.81%)

GungHo[illegible]

公司名称	GungHo
创立时间	1998年
主营业务	互联网游戏
员工数	992
总部所在地	东京
注册资金	53亿3782万日元
营业额（2012年）	258亿日元
用户数（2012年）	NA
上市时间	2005年
上市地	大阪证券交易所
主页地址	http://www.gungho.co.jp
主要出资方	Softbank BB Corp.(33.70%)

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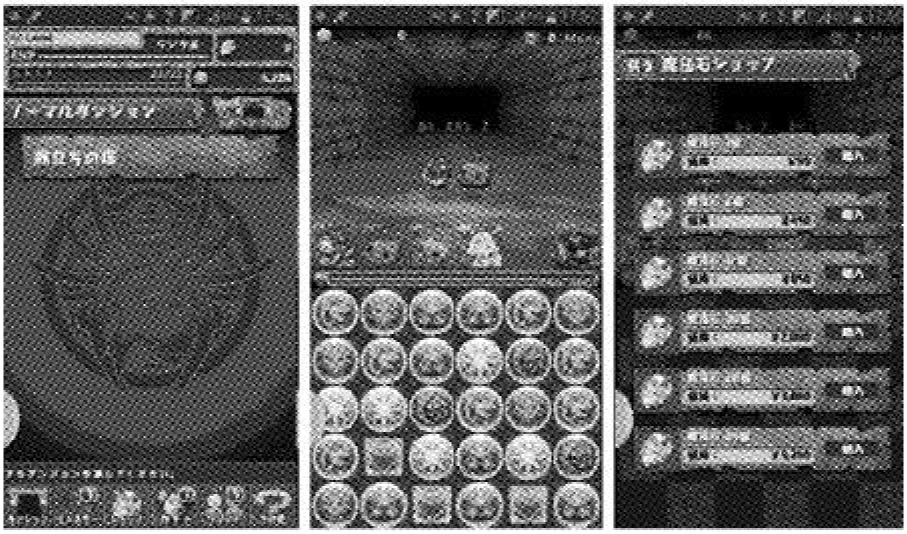
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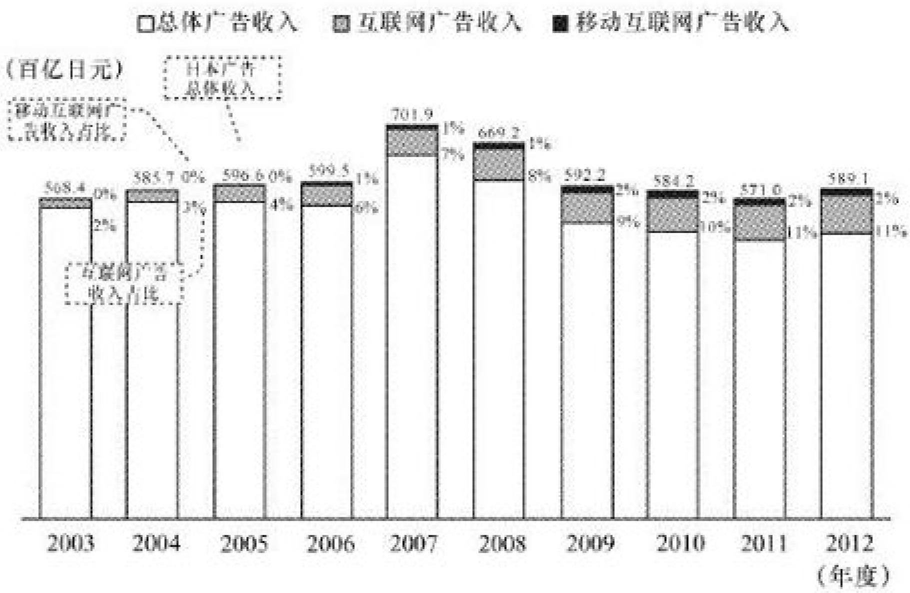
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创立时间	2006年
主营业务	广告
员工数	326
总部所在地	东京
注册资金	34亿8,000万日元
营业额（2012年）	NA
用户数（2012年）	NA
上市时间	－
上市地	－
主页地址	http://www.d2c.co.jp/
主要出资方	NTT DOCOMO, Inc. Dentsu Inc. Dentsu Digital Holdings Inc. NTT Advertising Inc.

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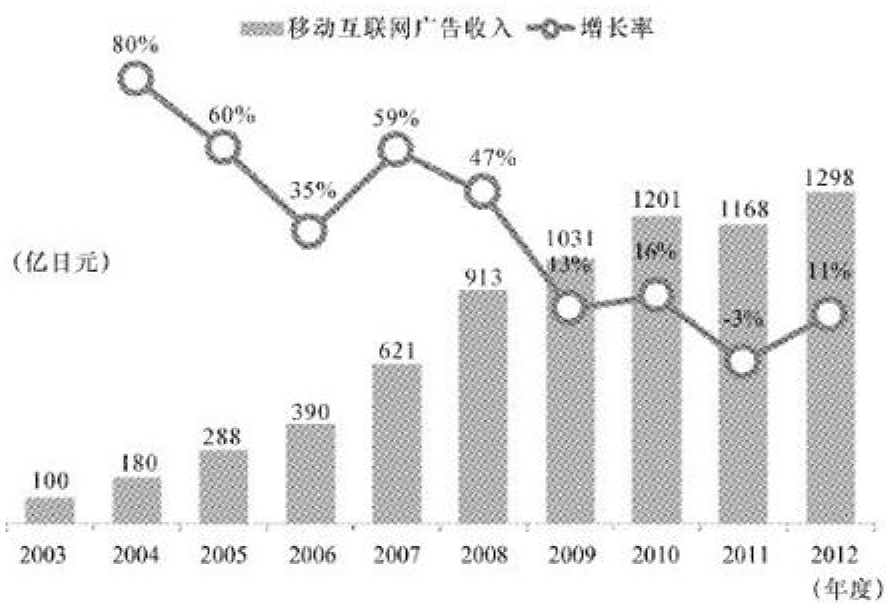
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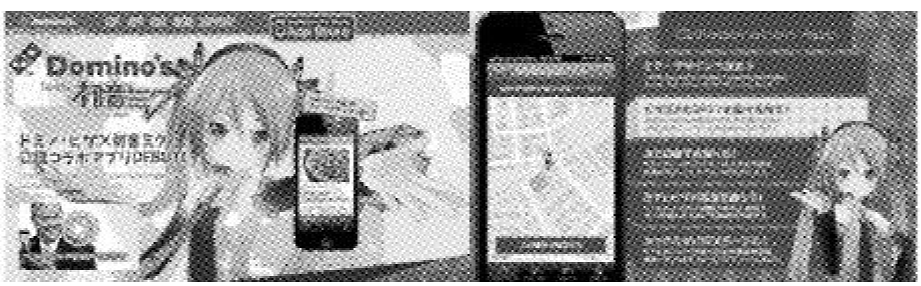
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公司名称	乐天
创立时间	1997年
主营业务	电子商务
员工数	7,615
总部所在地	东京
注册资金	1,079亿5,900万日元
营业额（2012年）	4,435亿日元
用户数（2012年）	8,357万
上市时间	2000年
上市地	大阪证券交易所
主页地址	http://www.rakuten.co.jp
主要出资方	JP Morgan Chase Bank(4.80%) 三木谷浩史(15.38%) 三木谷晴子(10.69%) Crimson Group,Inc(17.14%)

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公司名称	UNIQLO
创立时间	1974年
主营业务	服装
员工数	2万
总部所在地	东京
注册资金	102亿7,395万日元
营业额（2012年）	9,286亿日元
用户数（2012年）	NA
上市时间	1994年、1999年
上市地	广岛证券交易所、东京证券交易所
主页地址	http://www.uniqlo.com
主要出资方	柳井正(21.67%) The Master Trust Bank of Japan,Ltd.(8.53%) Japan Trustee Services Bank,Ltd.(5.36%) TTY Management B.V. 55.01%)

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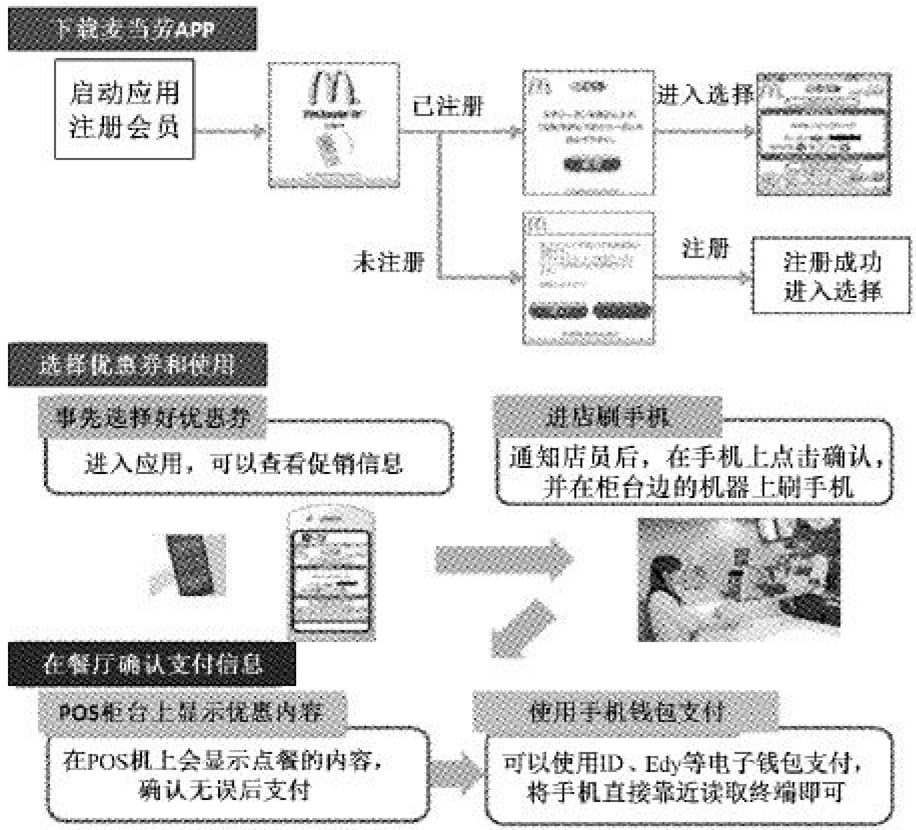
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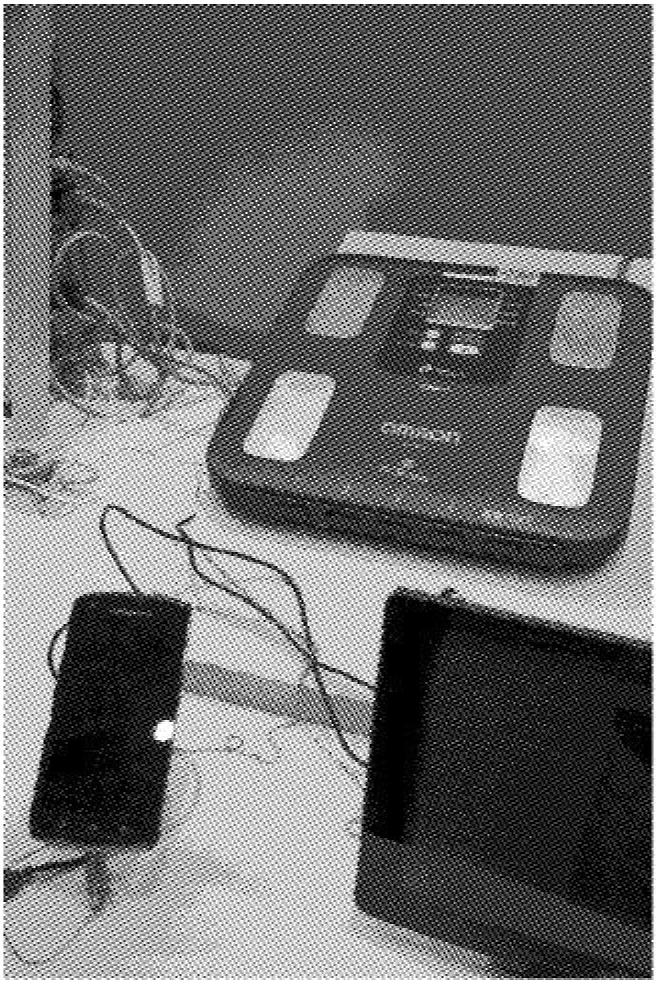
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Wap

wireless application protocol[illegible]Wap[illegible]Internet [illegible]Internet[illegible]

Wi-Fi

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WiMAX

Worldwide Interoperability for Microwave Access□□□□□□□□□□□□WiMAX□□802.16□□□□□802.16□WiMAX□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□50□□□

Xi

DOCOMO□□□LTE□□□□

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□Service Provider□SP□□□

[illegible]

Google[illegible]Google[illegible]1998[illegible]9[illegible]7[illegible]Google[illegible]“Googleplex”[illegible]Google [illegible]

[illegible]

[illegible]1972[illegible]·[illegible]DonValentine[illegible]18[illegible]40[illegible]500[illegible]200[illegible]100[illegible]

[illegible]

[illegible] [illegible]KYOCERA Corporation[illegible]1959[illegible]4[illegible]1[illegible]

[illegible]

[illegible]1997[illegible]5[illegible]

[illegible]American Online[illegible]

[illegible]

□□□□□□□Motorola Inc□

□□Galvin Manufacturing Corporation□□□□1928□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□GSM□□□

□□□□□Apple Inc.□

□□□□□□□□□□□□2007□□□□□□□□□Apple Computer□ Inc.□□□·□□□□□□·□□□□□□Ron Wayn□1976□4□1□□□□□□□□□□□□□□□□□□□□□□□□Apple Ⅱ□Macintosh□□□Macbook□□□□□□iPod□□□□□□iTunes□□□iMac□□□□iPhone□□□iPad□□□□□□2012□8□21□□□□□□□□□□□□□□□□□□

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[illegible]

[illegible]GSM900/1800[illegible]WCDMA[illegible]

[illegible]Dumb Pipe[illegible]

[illegible]

[illegible]Smart Pipe[illegible]

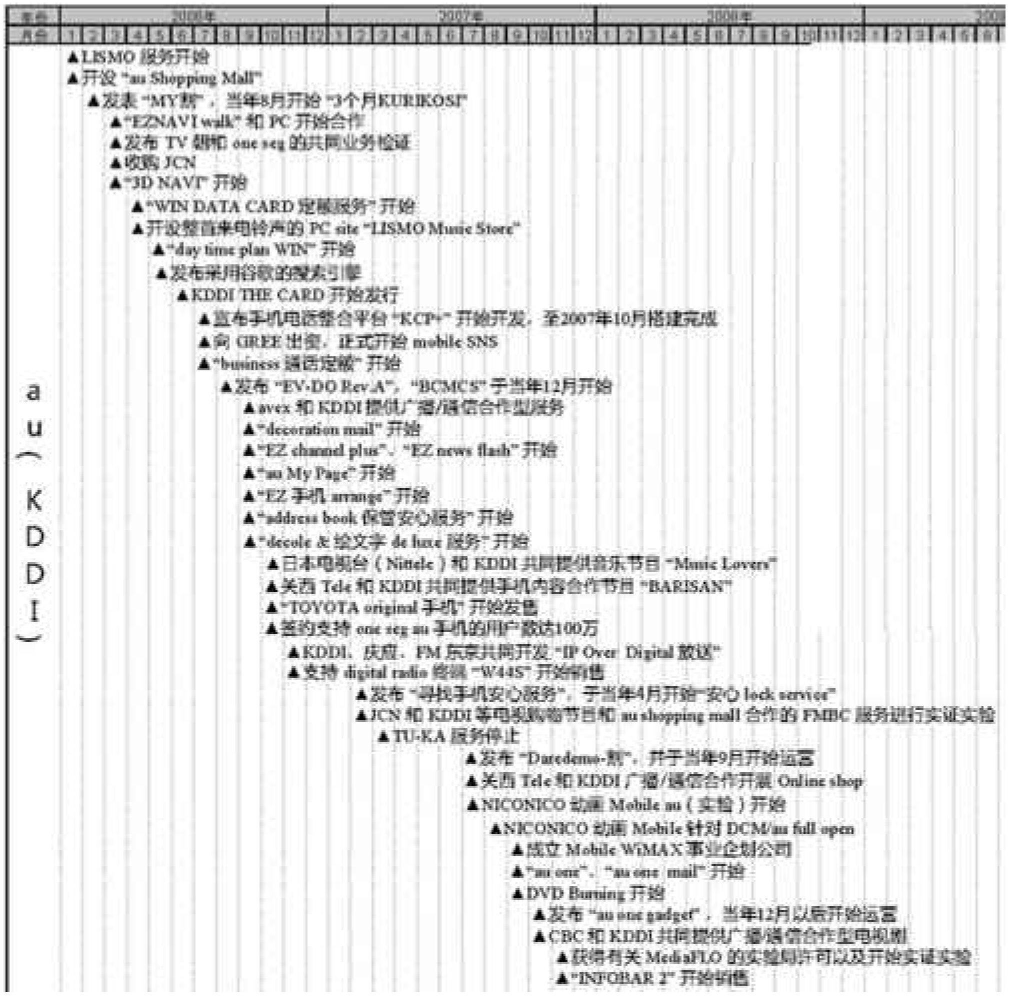
[illegible]

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[illegible]

[illegible]2006-2012[illegible]

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年份
月份
2006年
2007年
2008年
au（KDDI）
▲LISMO 服务开始
▲开设 "au Shopping Mall"
▲发表 "MY割"，当年8月开始 "3个月KURIKOSI"
▲"EZNAVI walk" 和 PC 开始合作
▲发布 TV 朝和 one seg 的共同业务检证
▲收购 JCN
▲"3D NAVI" 开始
▲"WIN DATA CARD 定额服务" 开始
▲开设整首来电铃声的 PC site "LISMO Music Store"
▲"day time plan WIN" 开始
▲发布采用谷歌的搜索引擎
▲KDDI THE CARD 开始发行
▲宣布手机电话整合平台 "KCP+" 开始开发，至2007年10月搭建完成
▲向 GREE 出资，正式开始 mobile SNS
▲"business 通话定额" 开始
▲发布 "EV-DO Rev.A"、"BCMCS" 于当年12月开始
▲avex 和 KDDI 提供广播/通信合作型服务
▲"decoration mail" 开始
▲"EZ channel plus"、"EZ news flash" 开始
▲"au My Page" 开始
▲"EZ 手机 arrange" 开始
▲"address book 保管安心服务" 开始
▲"decole & 绘文字 de luxe 服务" 开始
▲日本电视台（Nittele）和 KDDI 共同提供音乐节目 "Music Lovers"
▲关西 Tele 和 KDDI 共同提供手机内容合作节目 "BARISAN"
▲"TOYOTA original 手机" 开始发售
▲签约支持 one seg au 手机的用户数达100万
▲KDDI、庆应、FM 东京共同开发 "IP Over Digital 放送"
▲支持 digital radio 终端 "W44S" 开始销售
▲发布 "寻找手机安心服务"，于当年4月开始 "安心 lock service"
▲JCN 和 KDDI 等电视购物节目和 au shopping mall 合作的 FMBC 服务进行实证实验
▲TU-KA 服务停止
▲发布 "Daredemo-割"，并于当年9月开始运营
▲关西 Tele 和 KDDI 广播/通信合作开展 Online shop
▲NICONICO 动画 Mobile au（实验）开始
▲NICONICO 动画 Mobile 针对 DCM/au full open
▲成立 Mobile WiMAX 事业企划公司
▲"au one"、"au one mail" 开始
▲DVD Burning 开始
▲发布 "au one gadget"，当年12月以后开始运营
▲CBC 和 KDDI 共同提供广播/通信合作型电视剧
▲获得有关 MediaFLO 的实验局许可以及开始实证实验
▲"INFOBAR 2" 开始销售

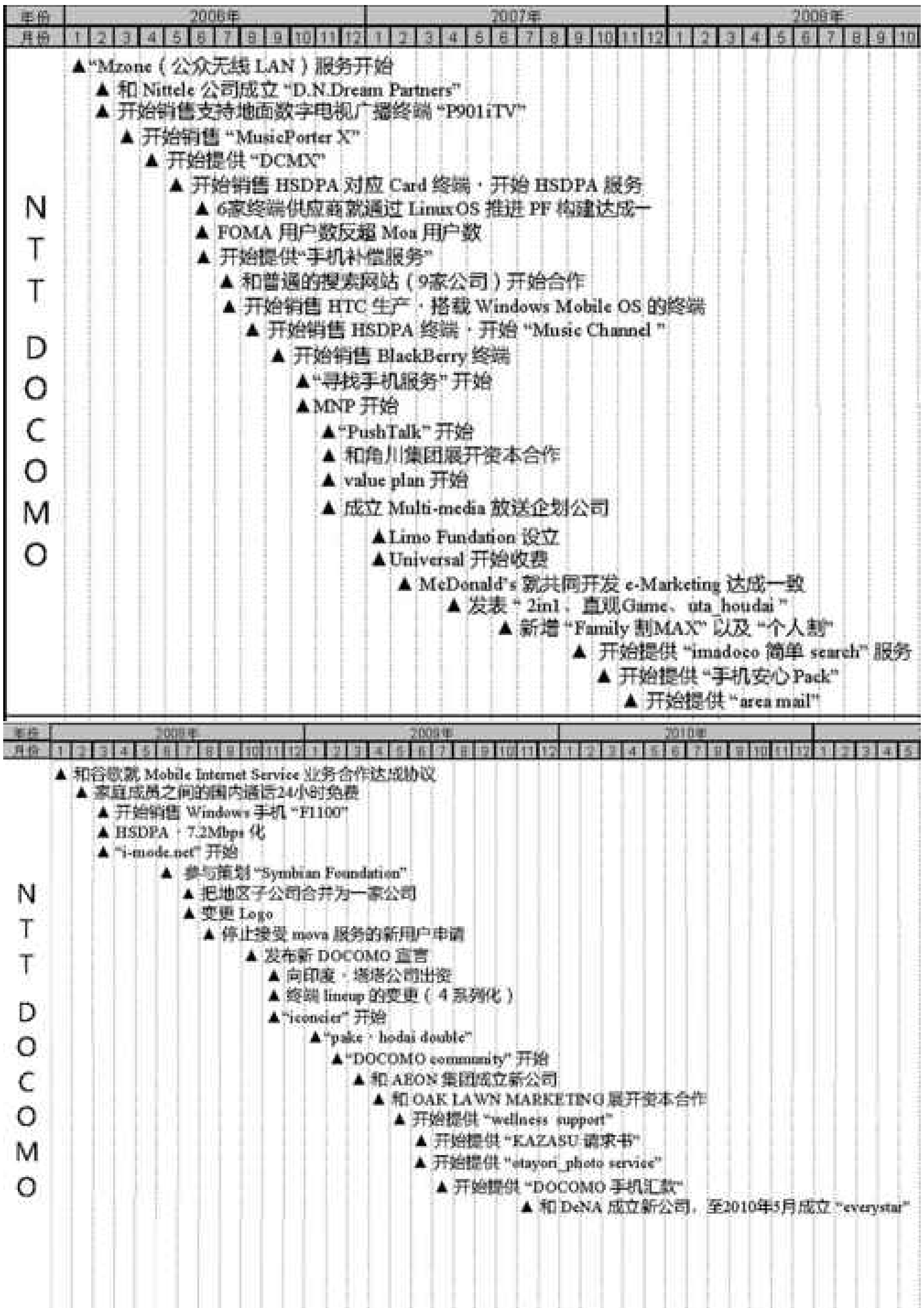

年份
月份
2008年
2009年
2010年
au（KDDI）
▲"au smart sports"开始
▲启用"岚"作为形象代言人
▲和日本全国民放 FM53 局开展同时 Live 广播
▲安装"mobile Suica App"标准
▲收购 CTC
▲"naka_change"、"full_change"开始
▲"手机 dePC mail"开始
▲"simple course"套餐扩充及手机购买费用分期付款开始
▲"au matome_talk"开始
▲和三菱 UFJ 银行设立 Jibun Bank
▲"LISMO Video"开始
▲EZweb 开始数据通信速度控制
▲"au BOX"开始销售
▲LTE 采用发布
▲"来电铃声full plus"开始
▲KDDI、EX、朝日新闻关于内容分发进行合作
▲"JCN手机"开始发售
▲"Fighters 手机"开始发售
▲中海 Tele、KDDI 等进行 area one seg 实证实验
▲"JAL 手机"开始发售
▲发布首台智能机"E30HT"，并于当年5月开始销售
▲iida 品牌发布
▲"EZ NEWS EX"开始
▲"Wi-Fi WIN"开始
▲"biblio"开始发售
▲"WiMAX 连接网络服务"开始
▲LISMO Video DVD 租赁开始
▲"au one Brand Garden"开始
▲"iridium OpenPort 服务"开始
▲发布开发 WiMA 和 CDMA 的兼容 WIN 数据终端，并于当年12月以后开始销售
▲开发"手机×TV 合作，FMBC 智能平台"
▲DVD Burning 中止
▲宣布将于当年12月实施新"full support service"使用资费
▲"gangan_mail"开始
▲Ubiquitous 特区进行 MediaFlo 实证实验
▲"DAREDEMO-割 single"开始
▲"au matome_line"开始
▲开始发布高清晰视频



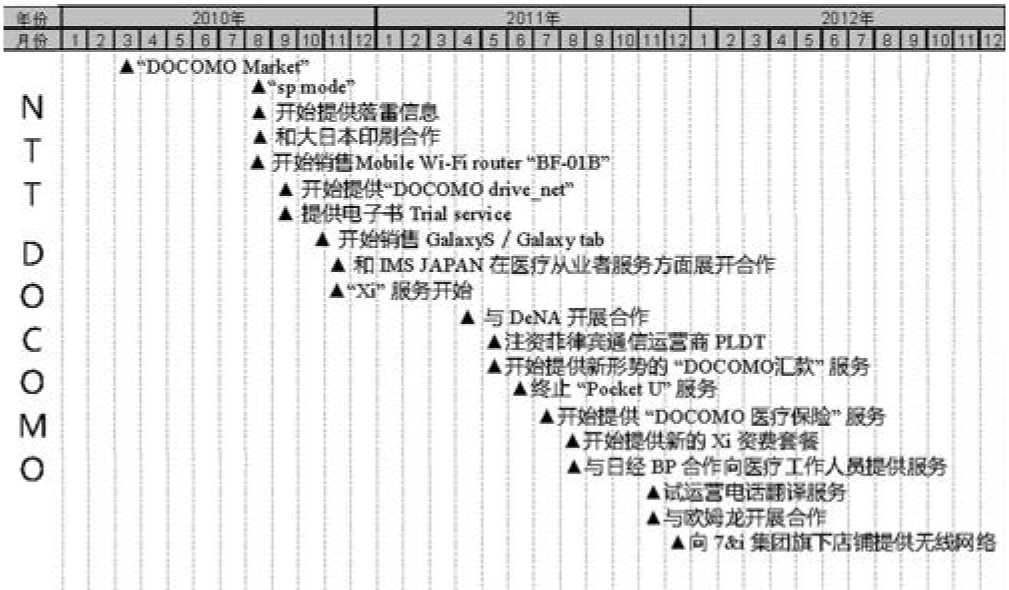
年份
2010年
2011年
2012年
月份
au（KDDI）
▲"gangan 学割"开始
▲向 J:COM 投资
▲成立 OIOI 损害保险以及新损保设立准备会社
▲数码相框终端开始发售
▲TOYOTA 汽车和 KDDI 进行车载终端的 MediaFlo 实证实验
▲发布"au one Market"，于当年6月份开始过渡
▲发布 IS 系列，并于当年6月以后开始销售
▲宣布在"Sekai Camera ZOOM"上搭载"Twitter Client"功能
▲"Media FLO 广播服务企划株式会社"成立
▲Group Plus 电话的签约数达100万
▲采用Microsoft Dynamics® CRM，更新营业支援系统
▲"au 简单结账"开始
▲索尼、凸版印刷、朝日新闻和电子书配信企业成立相关的事业企划公司
▲"au Wi-Fi Win card"开始销售
▲"TOKYU mobile ×au by KDDI collaboration program"服务开始
▲Group Plus 电话采用局达100万局
▲在日本全国展开"au 蜂窝基站"
▲"WIN High-speed"开始
▲"Skype au"开始
▲"每月割"、"IS flat"开始
▲与"Colopl"进行业务合作
▲新一代 Cable network 实证实验
▲开设直营旗舰店
▲首次在 CATV（Community channel 和 VOD）发布刚刚公开的剧场作品
▲Mobile Wi-Fi router 开始销售
▲与"Groupon Japan"进行业务合作
▲发布向 MFIC 出资及进行战略合作
▲KDDI、KDDI研、Cisco 共同开发新视频分发业务
▲Lismo Wave 开始
▲发布在各种 SNS 开展年龄确认服务
▲与"Foursquare"进行业务合作
▲"Gree Market"夏季开始发售
▲"EVRC-B"开始
▲和 SPACESHOWERTV 展开资本合作
▲Android 搭载 tablet"MOTOROLA XOOM™ Wi-Fi TBi11M"开始销售
▲发布和 Facebook 建立合作关系
▲和乐天展开业务合作
▲和 CNCi 展开资本合作

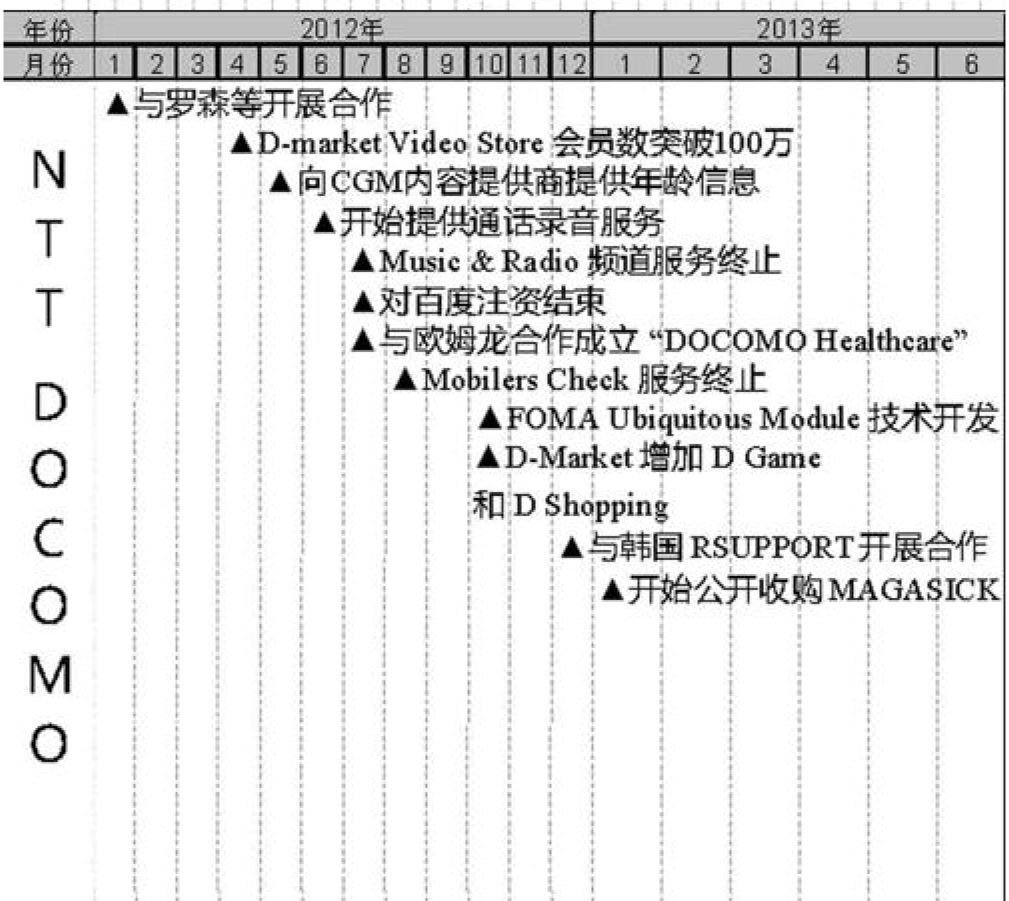

年份
2012年
2013年
月份
1 2 3 4 5 6 7 8 9 10 11 12 1 2 3 4 5 6
au（KDDI）
▲EZ频道、EZ频道+ 服务终止
▲导入 EV-DO Advanced 技术
▲开始提供社交服务“KDDI ChatWork”
▲“UTa Pass”、“Video Pass”服务开始
▲与 3rd Kind 合作
▲与 NHN Japan 合作
▲在 SmartPass 上开始提供 Line 应用
▲开始提供 4G LTE 服务
▲开始出售 iPhone 5
▲BookPass 服务开始
▲开始提供 Smart TV Box
▲开始实施平板电脑专用资费套餐
▲au Records 服务终止
▲au One Mail 服务终止

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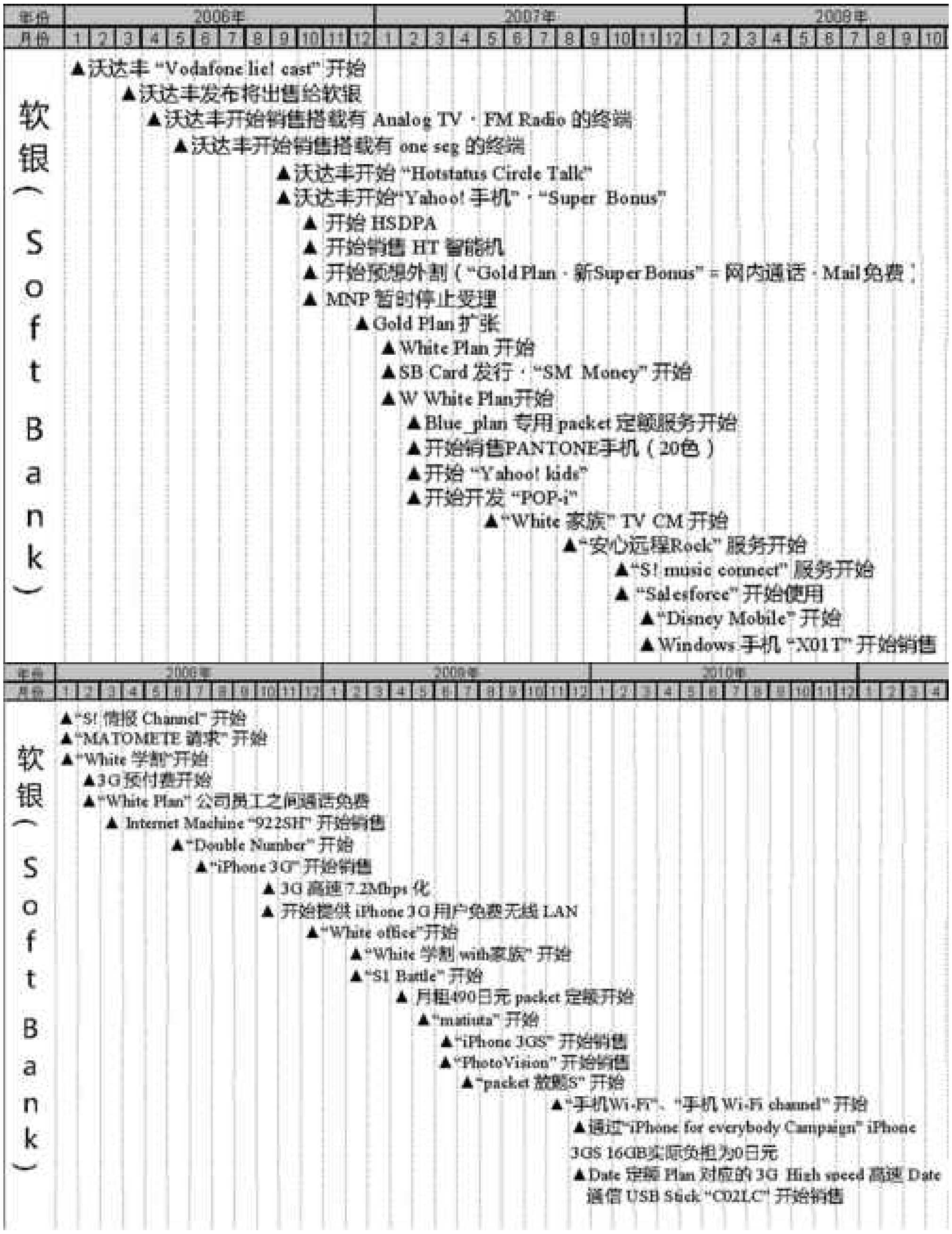


年份
2006年
2007年
2008年
月份
NTT DOCOMO
▲"Mzone（公众无线 LAN）服务开始
▲ 和 Nittele 公司成立 "D.N.Dream Partners"
▲ 开始销售支持地面数字电视广播终端 "P901iTV"
▲ 开始销售 "MusicPorter X"
▲ 开始提供 "DCMX"
▲ 开始销售 HSDPA 对应 Card 终端，开始 HSDPA 服务
▲ 6家终端供应商就通过 LinuxOS 推进 PF 构建达成一
▲ FOMA 用户数反超 Mova 用户数
▲ 开始提供"手机补偿服务"
▲ 和普通的搜索网站（9家公司）开始合作
▲ 开始销售 HTC 生产，搭载 Windows Mobile OS 的终端
▲ 开始销售 HSDPA 终端，开始 "Music Channel"
▲ 开始销售 BlackBerry 终端
▲"寻找手机服务" 开始
▲MNP 开始
▲"PushTalk" 开始
▲ 和角川集团展开资本合作
▲ value plan 开始
▲ 成立 Multi-media 放送企划公司
▲Limo Fundation 设立
▲Universal 开始收费
▲ McDonald's 就共同开发 e-Marketing 达成一致
▲ 发表 " 2in1、直观Game、uta_houdai "
▲ 新增 "Family 割MAX" 以及 "个人割"
▲ 开始提供 "imadoco 简单 search" 服务
▲ 开始提供 "手机安心 Pack"
▲ 开始提供 "area mail"
年份
2008年
2009年
2010年
月份
NTT DOCOMO
▲ 和谷歌就 Mobile Internet Service 业务合作达成协议
▲ 家庭成员之间的国内通话24小时免费
▲ 开始销售 Windows 手机 "F1100"
▲ HSDPA，7.2Mbps 化
▲ "i-mode.net" 开始
▲ 参与策划 "Symbian Foundation"
▲ 把地区子公司合并为一家公司
▲ 变更 Logo
▲ 停止接受 mova 服务的新用户申请
▲ 发布新 DOCOMO 宣言
▲ 向印度，塔塔公司出资
▲ 终端 lineup 的变更（4 系列化）
▲"iconcier" 开始
▲"pake，hodai double"
▲"DOCOMO community" 开始
▲ 和 AEON 集团成立新公司
▲ 和 OAK LAWN MARKETING 展开资本合作
▲ 开始提供 "wellness support"
▲ 开始提供 "KAZASU 请求书"
▲ 开始提供 "otayori_photo service"
▲ 开始提供 "DOCOMO 手机汇款"
▲ 和 DeNA 成立新公司，至2010年5月成立 "everystar"


年份
2010年
2011年
2012年
月份
N T T D O C O M O
▲"DOCOMO Market"
▲"sp mode"
▲ 开始提供落雷信息
▲ 和大日本印刷合作
▲ 开始销售Mobile Wi-Fi router "BF-01B"
▲ 开始提供"DOCOMO drive_net"
▲ 提供电子书 Trial service
▲ 开始销售 GalaxyS / Galaxy tab
▲ 和 IMS JAPAN 在医疗从业者服务方面展开合作
▲"Xi" 服务开始
▲ 与 DeNA 开展合作
▲注资菲律宾通信运营商 PLDT
▲开始提供新形势的 "DOCOMO汇款" 服务
▲终止 "Pocket U" 服务
▲开始提供 "DOCOMO 医疗保险" 服务
▲开始提供新的 Xi 资费套餐
▲与日经 BP 合作向医疗工作人员提供服务
▲试运营电话翻译服务
▲与欧姆龙开展合作
▲向 7&i 集团旗下店铺提供无线网络

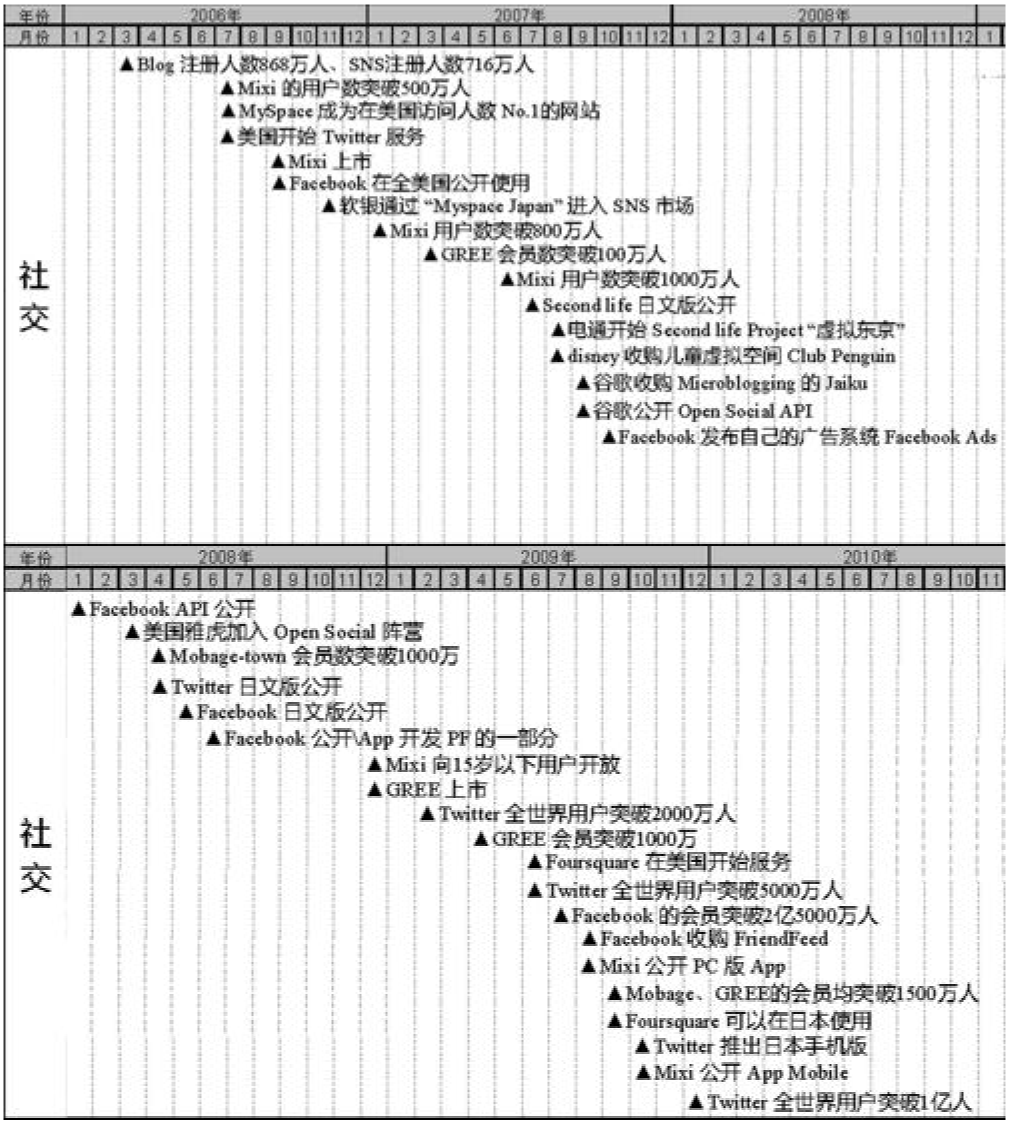

年份
2012年
2013年
月份
N T T D O C O M O
▲与罗森等开展合作
▲D-market Video Store 会员数突破100万
▲向CGM内容提供商提供年龄信息
▲开始提供通话录音服务
▲Music & Radio 频道服务终止
▲对百度注资结束
▲与欧姆龙合作成立 "DOCOMO Healthcare"
▲Mobilers Check 服务终止
▲FOMA Ubiquitous Module 技术开发
▲D-Market 增加 D Game
和 D Shopping
▲与韩国 RSUPPORT开展合作
▲开始公开收购 MAGASICK

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年份
月份
2006年
2007年
2008年
软银（Soft Bank）
▲沃达丰 “Vodafone lie! cast” 开始
▲沃达丰发布将出售给软银
▲沃达丰开始销售搭载有 Analog TV · FM Radio 的终端
▲沃达丰开始销售搭载有 one seg 的终端
▲沃达丰开始 “Hotstatus Circle Talk”
▲沃达丰开始“Yahoo! 手机” · “Super Bonus”
▲ 开始 HSDPA
▲ 开始销售 HT 智能机
▲ 开始预想外割（“Gold Plan · 新Super Bonus” = 网内通话 · Mail免费）
▲ MNP 暂时停止受理
▲Gold Plan 扩张
▲White Plan 开始
▲SB Card 发行 · “SM Money” 开始
▲W White Plan开始
▲Blue_plan 专用 packet 定额服务开始
▲开始销售PANTONE手机（20色）
▲开始 “Yahoo! kids”
▲开始开发 “POP-i”
▲“White 家族” TV CM 开始
▲“安心远程Rock” 服务开始
▲“S! music connect” 服务开始
▲ “Salesforce” 开始使用
▲“Disney Mobile” 开始
▲Windows 手机 “X01T” 开始销售
2008年
2009年
2010年
▲“S! 情报 Channel” 开始
▲“MATOMETE 请求” 开始
▲“White 学割”开始
▲3G 预付费开始
▲“White Plan” 公司员工之间通话免费
▲ Internet Machine “922SH” 开始销售
▲“Double Number” 开始
▲“iPhone 3G” 开始销售
▲ 3G 高速 7.2Mbps 化
▲ 开始提供 iPhone 3G 用户免费无线 LAN
▲“White office”开始
▲“White 学割 with家族” 开始
▲“S1 Battle” 开始
▲ 月租490日元 packet 定额开始
▲“matiuta” 开始
▲“iPhone 3GS” 开始销售
▲“PhotoVision” 开始销售
▲“packet 放题S” 开始
▲“手机Wi-Fi”、“手机 Wi-Fi channel” 开始
▲通过“iPhone for everybody Campaign” iPhone 3GS 16GB实际负担为0日元
▲Date 定额 Plan 对应的 3G High speed 高速 Date 通信 USB Stick “C02LC” 开始销售

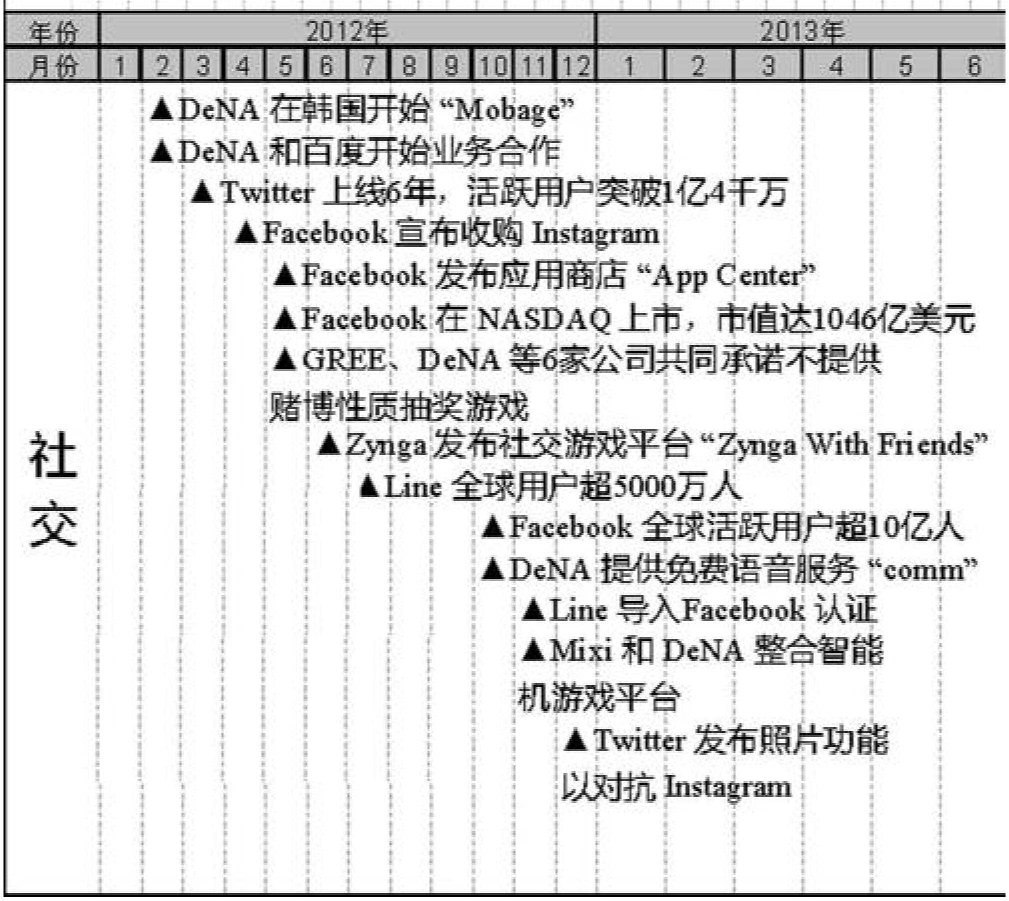

年份
2010年
2011年
2012年
月份
软银（Soft Bank）
▲可以使用 Wi-Fi 的 Wi-Fi 路由器"Pocket Wi-Fi"开始销售
▲电波改善宣言
▲Cybozu 公司进行业务合作
▲"iPad"开始销售
▲"Twitter widget"开始
▲"White 法人"开始
▲"White BB"开始
▲"iPhone 4"开始销售
▲"海外 Packet 放题"开始
▲智能机定额套餐开始
▲开始提供面向 iPhone、iPad 的娱乐应用"Family APPs"
▲开始发售 iPad 2
▲开始在"SmaSele"提供"MIXi Select"
▲开始提供面向移动 Wi-Fi 路由器的"无限数据流量"
▲开始接受 Yahoo! Phone 预约
▲开始提供 Softbank Town Navi 服务
▲开始提供 Softbank Music Box 服务
▲开始提供 White Market 服务
▲开始销售 iPhone 4S
年份
2012年
2013年
月份
软银（Soft Bank）
▲与 Inmobi Japan 合作
▲获得 900MHz 频段
▲开始发售 The New iPad
▲开始提供 Sports Life 服务
▲开始在营业厅销售 POSA 版 iTunes Card
▲开始提供"Yahoo! Market"服务
▲开始提供面向 iPhone 应用服务"Kazasite GO"
▲开始销售 iPhone 5
▲开始提供 4G LTE 服务
▲开始销售 iPad Mini
▲开始提供 Smart Bookstore 服务

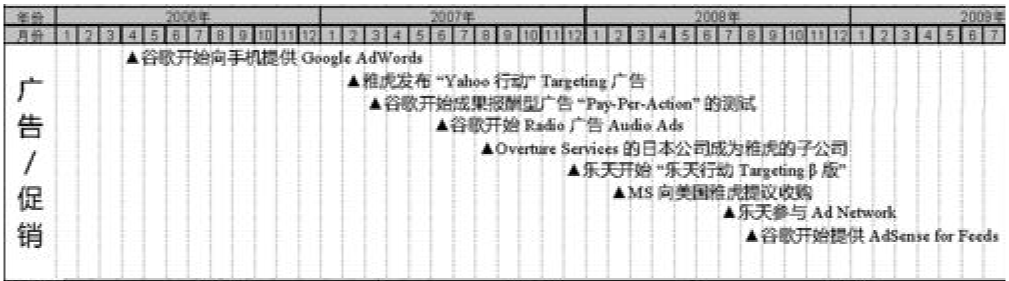
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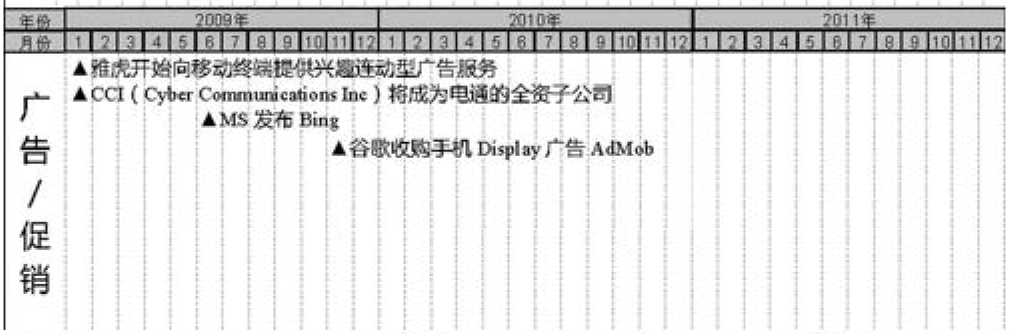
年份
2006年
2007年
2008年
月份
社交
▲Blog 注册人数868万人、SNS注册人数716万人
▲Mixi 的用户数突破500万人
▲MySpace 成为在美国访问人数 No.1的网站
▲美国开始 Twitter 服务
▲Mixi 上市
▲Facebook 在全美国公开使用
▲软银通过 "Myspace Japan" 进入 SNS 市场
▲Mixi 用户数突破800万人
▲GREE 会员数突破100万人
▲Mixi 用户数突破1000万人
▲Second life 日文版公开
▲电通开始 Second life Project "虚拟东京"
▲disney 收购儿童虚拟空间 Club Penguin
▲谷歌收购 Microblogging 的 Jaiku
▲谷歌公开 Open Social API
▲Facebook 发布自己的广告系统 Facebook Ads
年份
2008年
2009年
2010年
月份
社交
▲Facebook API 公开
▲美国雅虎加入 Open Social 阵营
▲Mobage-town 会员数突破1000万
▲Twitter 日文版公开
▲Facebook 日文版公开
▲Facebook 公开\App 开发 PF 的一部分
▲Mixi 向15岁以下用户开放
▲GREE 上市
▲Twitter 全世界用户突破2000万人
▲GREE 会员突破1000万
▲Foursquare 在美国开始服务
▲Twitter 全世界用户突破5000万人
▲Facebook 的会员突破2亿5000万人
▲Facebook 收购 FriendFeed
▲Mixi 公开 PC 版 App
▲Mobage、GREE的会员均突破1500万人
▲Foursquare 可以在日本使用
▲Twitter 推出日本手机版
▲Mixi 公开 App Mobile
▲Twitter 全世界用户突破1亿人


年份
2010年
2011年
2012年
月份
社交
▲开始提供 Gmail 联动性 Social service Google Buzz
▲Mobage-API公开
▲Facebook 会员突破4亿
▲Twitter 日本访问者人数突破月均500万人
▲开始提供 GreeApp
▲Facebook 在美国开始提供 Check-in 功能
▲Twitter 日本访问者人数突破月均1000万人
▲Facebook 在日本开始提供 Check-in 功能
▲雅虎开始提供 Mobage
▲Facebook 在美国开始 Check in 优惠券
▲Facebook 日本访问者人数突破月均400万人
▲Foursquare 开始提供日文版
▲Facebook 在日本访问者人数突破月均700万
▲Twitter 在日本访问者人数突破月均1500万人
▲Facebook 在日本开始 Check in 优惠券服务


年份
2012年
2013年
月份
社交
▲DeNA 在韩国开始 "Mobage"
▲DeNA 和百度开始业务合作
▲Twitter 上线6年，活跃用户突破1亿4千万
▲Facebook 宣布收购 Instagram
▲Facebook 发布应用商店 "App Center"
▲Facebook 在 NASDAQ 上市，市值达1046亿美元
▲GREE、DeNA 等6家公司共同承诺不提供赌博性质抽奖游戏
▲Zynga 发布社交游戏平台 "Zynga With Friends"
▲Line 全球用户超5000万人
▲Facebook 全球活跃用户超10亿人
▲DeNA 提供免费语音服务 "comm"
▲Line 导入Facebook 认证
▲Mixi 和 DeNA 整合智能机游戏平台
▲Twitter 发布照片功能以对抗 Instagram



年份 2006年 2007年 2008年 2009年
广告/促销
▲谷歌开始向手机提供 Google AdWords
▲雅虎发布"Yahoo 行动" Targeting 广告
▲谷歌开始成果报酬型广告"Pay-Per-Action"的测试
▲谷歌开始 Radio 广告 Audio Ads
▲Overture Services 的日本公司成为雅虎的子公司
▲乐天开始"乐天行动 Targeting β 版"
▲MS 向美国雅虎提议收购
▲乐天参与 Ad Network
▲谷歌开始提供 AdSense for Feeds



年份 2009年 2010年 2011年
广告/促销
▲雅虎开始向移动终端提供兴趣连动型广告服务
▲CCI（Cyber Communications Inc）将成为电通的全资子公司
▲MS 发布 Bing
▲谷歌收购手机 Display 广告 AdMob

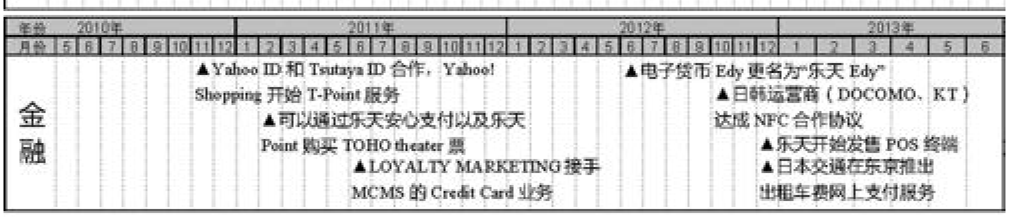


年份 2012年 2013年
广告/促销
▲博报堂发布 O2O 平台"Grabee"
▲Twitter 强化广告服务"Promoted Tweets"，可根据用户地点、终端发送广告
▲电通开发经由 SNS 在便利店推送优惠券的专用系统
▲Facebook 面向全开发者提供移动广告服务"Mobile App-Install Ads"
▲KDDI 和 mediba 推出根据用户属性和广告阅览记录发送广告的业务

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金融
▲DeNA 和三菱 UFJ 银行共同设立第三方结算公司 PAYGENT
▲雅虎和三井住友银行集团就互联网金融业务展开合作
▲GMO Internet 证券开始网上证券服务
▲雅虎向 Japan Net Bank 注资258亿日元并发布11月开始结算服务
▲Edy 发行张数突破3000万张
▲住信 SBI Net Bank 开业
▲乐天 Point 的 Gift Card 开始
▲乐天向 E-bank 出资
▲乐天安心支付服务开始
▲E-bank 成为乐天的全资子公司
▲LOYALTY MARKETING 开始"Ponta"



年份 2010年 2011年 2012年 2013年
金融
▲Yahoo ID 和 Tsutaya ID 合作，Yahoo! Shopping 开始 T-Point 服务
▲可以通过乐天安心支付以及乐天 Point 购买 TOHO theater 票
▲LOYALTY MARKETING 接手 MCMS 的 Credit Card 业务
▲电子货币 Edy 更名为"乐天 Edy"
▲日韩运营商（DOCOMO、KT）达成 NFC 合作协议
▲乐天开始发售 POS 终端
▲日本交通在东京推出出租车费网上支付服务

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娱乐
▲苹果公司发布 iPad 的同时宣布进入电子书市场
▲电通等公司发布向 Andorid 用户提供电子书服务
▲iPad 开始销售
▲苹果公司发布 iCloud 构想
▲三星发布基于云的游戏服务 "Samsung Cloud Gaming"
▲苹果公司发布"iOS 6"
▲亚马逊发布 Kindle Fire 的游戏平台 "Game Circle"
▲NHN Japan 和韩国智能机游戏开发商 GAMEVIL 开始战略合作
▲乐天发布电子书终端 "Kobo Touch"
▲亚马逊推出社交游戏
▲微软发布音乐盒 "Xbox Music"
▲"NICONICO静画"（电子书）软件上线
▲亚马逊发布 Amazon Cloud Player
▲亚马逊在日本发布 Kindle
便利工具
无线电视
▲乐天开始 Coupon（优惠券）服务
▲Evernote 公开日文版
▲美国 Groupon 公司发表声明进军日本市场
▲资生堂与凸版印刷开始 NFC 实验
▲谷歌发布 "Google Play"
▲Line 推出优惠券平台 "Line Coupon"
▲iPhone 版 Google Map 上线
▲Flipboard 开放 Android 平板版本
▲谷歌在搜索引擎中导入物体识别搜索技术
▲radiko 开始实证实验
▲TX 将转变为认定放送控股株式会社
▲radiko 商用化
▲YouTube 开始流媒体业务 "YouTube Live"
▲NTT DOCOMO 和 mmbi 开设手机电视台 "NOTTV"
▲Mapion 开设 "手机+语音+位置联动" 型的新型电台 "WALLOP"
▲radiko.jp 的4月用户突破1000万人

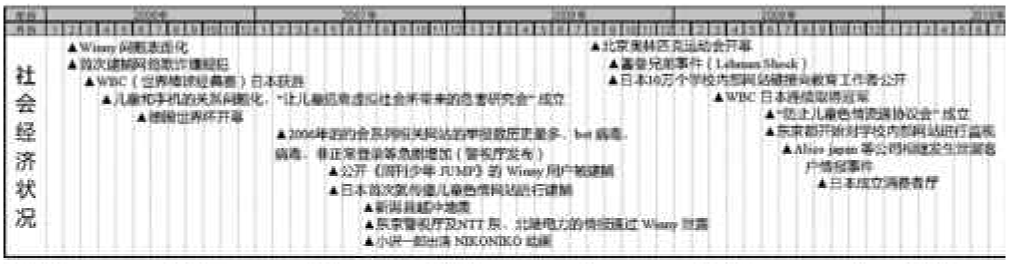

流媒体
视频服务

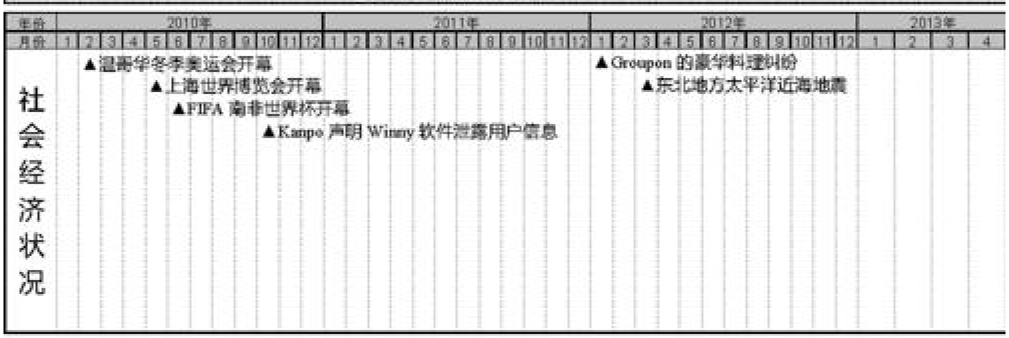

2010年
2011年
2012年
2013年
流媒体
▲EX、TBS-HLD、TX、电通、博报堂 DYM 向 Gyao 出资
▲Ustream 日文版开始
▲Gyao 公开 iPhone/iPod touch 以及 iPad 上使用的 App
▲radiko.jp 的4月用户突破1000万人
▲谷歌发布实时动画分发产品 "Hangouts On Air"
▲索尼开始包月制音乐分发业务 "Music Unlimited"
▲WOWOW 开始提供会员制免费 VOD 服务
▲TSUTAYA TV 开始面向 PC 提供服务
▲WOWOW 宣布12月开始提供 PC 视频分发业务
▲BeeTV 开放信用卡结算，提供 PC 业务
视频服务
▲BeeTV 的用户达到107.1万
▲NIKONIKO 动画的付费会员人数突破100万人
▲BeeTV 的用户达到151.7万
▲NIKONIKO 动画的付费会员人数突破150万人
▲NIKONIKO 动画新版 "NIKONIKO ZERO" 发布
▲软银和 avex 成立合资公司，宣布11月开始提供会员制音乐、视频发送业务
▲谷歌开始提供 iOS 版 YouTube App
▲NIKONIKO 动画内容可使用电视收看
▲软银宣布12月后开始点播式 TV 业务 "SoftBank Smart TV"
▲"YouTube Capture" 发布


IT趋势


通信业相关政策


年份
2010年
2011年
2012年
2013年
月份
通信业相关政策
▲日本政府在内阁会议中决定通信和广播体系的修正案
▲"关于电波费用制度的专门调查会"开始
▲决定 Multi-media 放送（现为 Japan Mobilecasting, Inc.）为 V-LOW的委托广播事业者
▲"关于电波费用制度的专门调查会"结束，表示考虑导入频率拍卖
▲决定新 BS 广播的委托广播事业者（7ch）
▲"全球化时代关于 ICT 政策的 Task Forc"结束，决定 NTT Bottle neck 设备的机能分离
▲日本公布《放送法修订案》
▲日本最高法院发回日本知识财产高级法院重新审理"MANEKI TV"案
▲"有关频率拍卖的恳谈会"开始
▲BS-NHK 重组
▲日本开始实施《放送法修订案》
▲日本正式停止模拟信号电视转播
▲日本总务省举行"频段有效利用研讨会"
▲东京电力决定国有化
▲日本开始实行可再生能源固定价格收购制度
▲日本总务省设置"ICT战略会议"


年份
月份
社会经济状况
▲Winny 问题表面化
▲首次逮捕网络欺诈嫌疑犯
▲WBC（世界棒球经典赛）日本获胜
▲儿童和手机的关系问题化，"让儿童远离虚拟社会所带来的危害研究会"成立
▲德国世界杯开幕
▲2006年四的会员并相关网站的中毒病例更多，bot 病毒。
病毒、非正常登录等急剧增加（警视厅发布）
▲公开《周刊少年 JUMP》的 Winny 用户被逮捕
▲日本首次就传播儿童色情网站进行逮捕
▲新潟县中越冲地震
▲东京警视厅及NTT 东、北陆电力的信息通过 Winny 泄露
▲小说一起出演 NIKONIKO 动画
▲北京奥林匹克运动会开幕
▲雷曼兄弟事件（Lehman Shock）
▲日本10万个学校内部网站被接向教育工作者公开
▲WBC 日本再度取得冠军
▲"防止儿童色情泛滥协议会"成立
▲东京都开始对学校内部网站进行监视
▲Alice japan 等公司相继发生泄漏客户信息事件
▲日本成立消费者厅


年份
2010年
2011年
2012年
2013年
月份
社会经济状况
▲温哥华冬季奥运会开幕
▲上海世界博览会开幕
▲FIFA 南非世界杯开幕
▲Kanpo 声明 Winny 软件泄露用户信息
▲Groupon 的豪华料理纠纷
▲东北地方太平洋近海地震

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8. □□.□□□□□□□SNS□□□□.□□□□□ http://tedn.163.com/11/0321/09/6VLDHI1300094913.html,2011.

9. □□□.□□□□□□□□□□□□□□Liuxing liang.blog.techweb.com.cn/archives/979,2009.

10. □□□□□.□□17□□2005□□□□□□□□,2005.

11.□□□□□□□.□□□□□□.□□□□□□2012.

12. □□□□□□□ Mobile·Communication 2012-13□NTT DOCOMO □□□□□□□□□□□□□□2012.

13. □□□.□□□□□□□□□□□□□.□□□□□□□□□□2003.

14. □□□□□□.□□□□□□□.□□□□□□□2005.

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16. □□□.□□□□□□□.□□□□□□□□□□□□□□□—NTT DOCOMO□□□□□□□□□2012.

17. Forerunner of mobile Internet□ i-mode is fading in Europe.□□□□,2007.

18. I-mode Slow to Catch Europe's Fancy: Battling for Hearts□ Minds and Thumbs,□□□□,2003-05-26.

19. Mission Impossible: How Rakuten Billionaire Hiroshi Mikitani Plans To “Beat Amazon”□Forbes□2012-9-24.

20. The Mobile Internet Report□Morgan Stanley□2009.

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23. □□IT□□□□□□http://www.itmedia.co.jp.

24. □□□□□□http://china.nikkeibp.com.cn.

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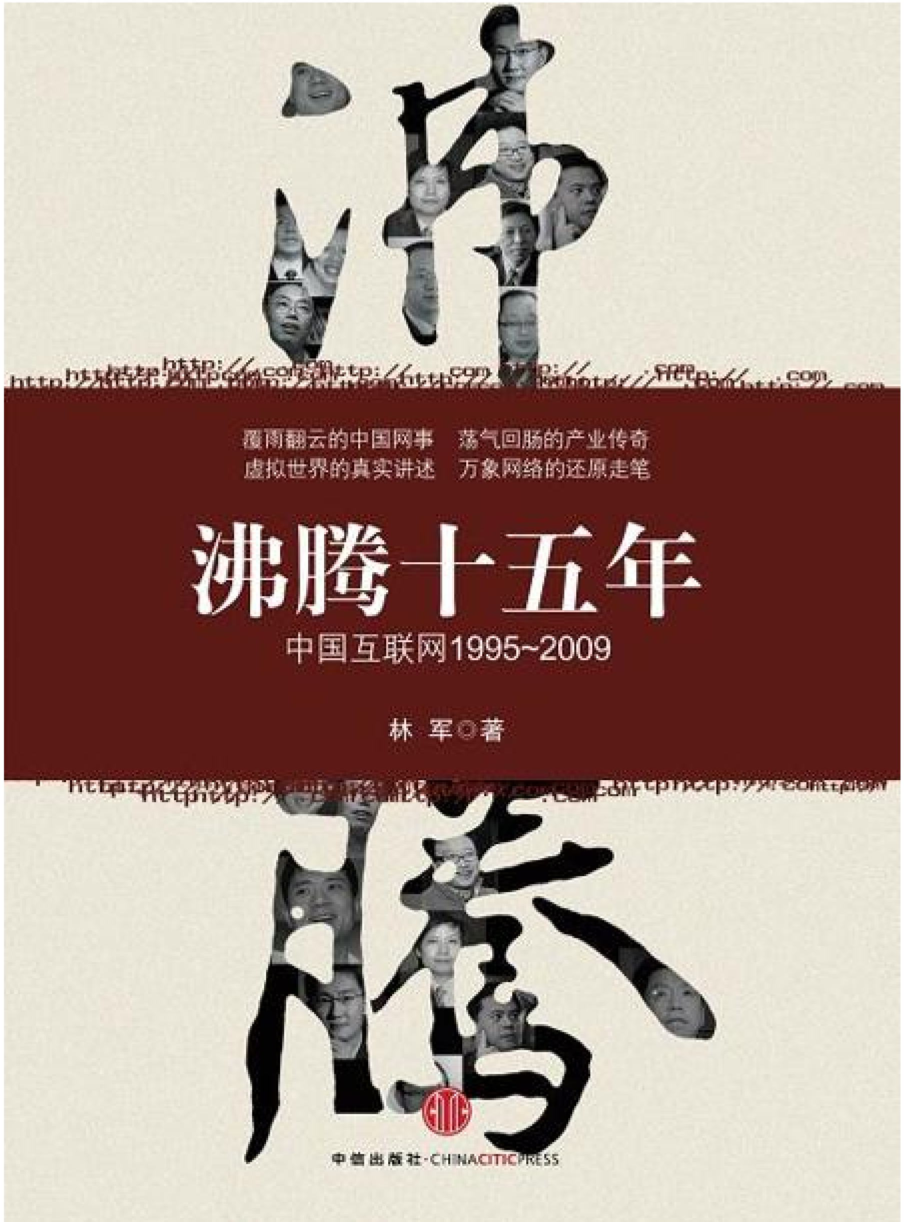
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覆雨翻云的中国网事　荡气回肠的产业传奇
虚拟世界的真实讲述　万象网络的还原走笔
沸腾十五年
中国互联网1995~2009
林 军◎著
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Dr.Charles Zhang□ Chairman of the Board of Directors

Professor Edward B.Roberts □ Compensation & Nominating Committee

Charles Huang□ Audit & Nominating Committee

Dr.Dave Qi □ Audit □ Compensation & Nominating Committee

Mr.Shi Wang□ Nominating Committee

Dr.zhonghan Deng□ Audit & Nominating Committee

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Dr.Dave Qi□□□□□□□□□□□□□□□□□□□□EMBA□□□□□□□□□Mr.Shi Wang □□□□□2005□5□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□

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2003[illegible]3[illegible]Wemade[illegible]3G[illegible]ISP[illegible]

[illegible]3G[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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2002[illegible]

[illegible]

1992[illegible]—[illegible]1997[illegible]

[illegible]18[illegible]Jumba Juice[illegible]“[illegible]”[illegible]

1997[illegible]9[illegible]

[illegible]

[illegible]10[illegible]ChinaRen[illegible]19.8%[illegible]

[illegible]35[illegible]

ChinaRen[illegible]

[illegible]500[illegible]“[illegible]”[illegible]

[illegible]MBA[illegible]“[illegible]”[illegible]100[illegible]1997[illegible]

[illegible]1998[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

1999[illegible]9[illegible]3[illegible]@[Sandhill[illegible]]
(ChinaRen.com[illegible]“[illegible]”[illegible])[illegible]20[illegible]1999[illegible]5[illegible]

[illegible]ChinaRen[illegible]CEO[illegible]

[illegible]

[illegible]1997[illegible]27[illegible]

[illegible]ChinaRen[illegible]1998[illegible]“[illegible]”[illegible]—[illegible]

[illegible]“ChinaRen”[illegible]—[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]China[illegible]“[illegible]”[illegible]

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2000[illegible]2000[illegible]9[illegible]ChinaRen[illegible]2002[illegible]3[illegible]2001[illegible]3[illegible]

[illegible]2002[illegible]1~3[illegible]3[illegible]10[illegible]100[illegible]

[illegible]2002[illegible]3[illegible]18[illegible]300[illegible]2004[illegible]7[illegible]9[illegible]

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[illegible]20[illegible]30[illegible]1955[illegible]

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[illegible]“[illegible]”[illegible]5[illegible]

[illegible]tom.com[illegible]4[illegible]

[illegible]“9·11”[illegible]48[illegible]“[illegible]TOM[illegible]”[illegible]

[illegible]A8[illegible]CEO[illegible]“[illegible]”[illegible]CEO[illegible]

[illegible]

[illegible]—[illegible]800[illegible]35.85[illegible]9[illegible]4[illegible]

[illegible]

2003 [illegible]

[illegible]2003[illegible]

2003[illegible]3[illegible]6[illegible]SARS[illegible]“[illegible]”[illegible]4[illegible]28[illegible]1 199[illegible]1 275[illegible]59[illegible]

[illegible]“[illegible]”[illegible]2001[illegible]2002[illegible]2003[illegible]3721[illegible]

[illegible]2003[illegible]

[illegible]—[illegible]IT[illegible]CEO[illegible]

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2003[illegible]3[illegible]6[illegible]SARS[illegible]“[illegible]”[illegible]4[illegible]28[illegible]1 199[illegible]1 275[illegible]59[illegible]

[illegible]6[illegible]24[illegible]2003[illegible]3~6[illegible]

2001[illegible]2003[illegible]CNBC[illegible]

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[illegible]2003[illegible]50%[illegible]30%[illegible]“[illegible]”[illegible]

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[illegible]2003[illegible]—[illegible]

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[illegible]50[illegible]

[illegible] 18[illegible]

[illegible]1999[illegible]18[illegible]B2B[illegible]

[illegible]1998[illegible]

[illegible]EDI[illegible]“[illegible]”

[illegible]“[illegible]500[illegible]150[illegible]”

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1999[illegible]500[illegible]“[illegible]”

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2000[illegible]500[illegible]

[illegible]18[illegible] [illegible]18[illegible]4[illegible]14[illegible]EDI[illegible]

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[illegible]9[illegible]5[illegible]5[illegible]

[illegible]18[illegible]“[illegible]”[illegible]14[illegible]18[illegible]

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[illegible]18[illegible]

[illegible]2000[illegible]

1999[illegible]4[illegible]15[illegible]alibaba.com[illegible]287[illegible]WTO[illegible]

[illegible] Invest AB [illegible]
[illegible] 4 [illegible] “[illegible]” [illegible]

[illegible] 1999 [illegible] 10 [illegible] 29 [illegible]
[illegible] Fidelity Capital [illegible] Invest AB [illegible] Technology
Development Fund of Singapore [illegible] 500 [illegible]
[illegible] 2 000 [illegible]

[illegible] 13 [illegible]
[illegible] 2000 [illegible] 2 [illegible] 2001 [illegible] 1 [illegible] 200 [illegible]
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[illegible] “[illegible]” [illegible]
[illegible] “[illegible]” [illegible]

“[illegible]” [illegible] — [illegible] “B2C” [illegible] “[illegible]
[illegible]” [illegible] GE [illegible]

[illegible] 40 [illegible] 3 [illegible]

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[illegible]

[illegible]

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[illegible]2001[illegible]4[illegible]10%[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]100[illegible]

2001~2003[illegible]“[illegible]”[illegible]1. [illegible]“[illegible]”[illegible]“[illegible]”2. [illegible]“[illegible]”[illegible]3. [illegible]“[illegible]”[illegible]“[illegible]5[illegible]‘[illegible]’[illegible]5[illegible]50[illegible]5[illegible]”

[illegible]2003[illegible]

[illegible]2000[illegible]2001[illegible]

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[illegible]“[illegible]”[illegible]4[illegible]

[illegible]

[illegible]

eBay[illegible] [illegible]6[illegible]

[illegible]C2C[illegible]C2C[illegible]eBay[illegible]2003[illegible]6[illegible]12[illegible]1.5[illegible]66.6%[illegible] [illegible]eBay[illegible]3 000[illegible]33.3%[illegible]

[illegible]30%[illegible]7 000[illegible]6[illegible]4[illegible]6[illegible]

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[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

1991[illegible]17[illegible]

[illegible]4[illegible]1995[illegible]“[illegible]”[illegible]1 600[illegible]12[illegible]“[illegible]”[illegible]12[illegible]

[illegible]—[illegible]

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[illegible]“[illegible]”[illegible]MBA[illegible]780[illegible]“[illegible]”[illegible]1[illegible]24[illegible]48[illegible]25[illegible]

[illegible]1[illegible]2001[illegible]

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1999[illegible]60[illegible]IDG[illegible]

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[illegible]1996[illegible]6[illegible]

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1999 11 150 2000 10 2
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[illegible]1 168[illegible]25[illegible]1 000[illegible]

[illegible]C2C[illegible]—[illegible]C2C[illegible]—[illegible]C2C[illegible]80%[illegible]

[illegible]

[illegible]4[illegible]

[illegible]2003[illegible]12[illegible]9[illegible]10[illegible]45[illegible]9[illegible]11[illegible]45[illegible]

[illegible]18[illegible]24.01[illegible]33.94[illegible]88.56[illegible]IPO[illegible]12[illegible]12[illegible]118[illegible]“[illegible]”[illegible]IPO[illegible]

[illegible]1.73[illegible]5 381[illegible]

[illegible]

[illegible]1 225[illegible]

[illegible]CFO[illegible]

1967[illegible]—[illegible]6 000[illegible]600[illegible]594[illegible]

[illegible]1989[illegible]

[illegible]“[illegible]”[illegible]

[illegible]20[illegible]1990[illegible]MBA[illegible]

1992[illegible]NBA[illegible]1?000[illegible]MBA[illegible]

1990[illegible]7[illegible]1992[illegible]1992[illegible]10[illegible]25%[illegible]

[illegible]1994[illegible]MBA[illegible]

1994[illegible]
[illegible]“[illegible]”1997[illegible]5[illegible]

[illegible]1999[illegible]—[illegible]

[illegible]

[illegible]2000[illegible]3[illegible]……[illegible]2001[illegible]10[illegible]

[illegible]45[illegible]

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[illegible]8[illegible]

1985[illegible]19[illegible]

[illegible]CTO[illegible]

[illegible]“[illegible]”[illegible]4[illegible]4[illegible]

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[illegible]

[illegible]—[illegible]1997[illegible]9[illegible]100[illegible]IT[illegible]ERP[illegible]—[illegible]

[illegible]

[illegible]“[illegible]”[illegible]1981[illegible]12[illegible]1901[illegible]

[illegible]

1984[illegible]15[illegible]4[illegible]7[illegible]Oracle[illegible]1989[illegible]20[illegible]

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[illegible]1994[illegible]“[illegible]”[illegible]

[illegible]1999[illegible]3[illegible]

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[illegible]—[illegible]100[illegible]20[illegible]30%[illegible]60[illegible]40%[illegible]

[illegible]

[illegible]—[illegible]

[illegible]CEO[illegible]

1965[illegible]4[illegible]1983[illegible]
1990[illegible]

[illegible]4[illegible]4[illegible]

[illegible]IDG VC[illegible]4[illegible]VC[illegible]

[illegible]4[illegible]

[illegible]

[illegible]IDG[illegible]—[illegible]

[illegible]1982[illegible]1988~1990[illegible] [illegible]1994[illegible]IDG VC[illegible]

[illegible]IDG[illegible]“[illegible]”[illegible]IDG VC[illegible]

1993[illegible]IDG[illegible]2 000[illegible]IDG[illegible]50%[illegible]11[illegible]IDG[illegible]1995[illegible]IDG VC[illegible]

[illegible]IDG[illegible]50[illegible]

2000[illegible]3[illegible]IDG[illegible]450[illegible]30%[illegible]

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[illegible]

[illegible]2001[illegible]10[illegible]

[illegible]2000[illegible]11[illegible]800[illegible]30%[illegible]IDG[illegible]400[illegible]1 200[illegible]1 000[illegible]200[illegible]100[illegible]100[illegible]8[illegible]8[illegible]

[illegible]IDG[illegible]1986[illegible]IDG[illegible]

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[illegible]UT[illegible]

[illegible]4[illegible]23.65%[illegible]922[illegible]800[illegible]18.30%[illegible]IDG[illegible]160[illegible]3 700[illegible]25[illegible]3 500[illegible]

[illegible]2002[illegible]10[illegible]“[illegible]”[illegible]2006[illegible]

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2003[illegible]10[illegible]28[illegible]CEO[illegible]

[illegible]2003[illegible]①[illegible]CEO[illegible]

[illegible]1964[illegible]10[illegible]1[illegible]

1983[illegible]

1987[illegible]—[illegible]“[illegible]”[illegible]—[illegible]

1989[illegible]

[illegible] 9 [illegible] 10 [illegible] 1 [illegible] 9 [illegible] 100 [illegible] 9 [illegible] “[illegible]” [illegible] 9 [illegible] “[illegible]” [illegible]

1993 [illegible] “[illegible]” [illegible] 1995 [illegible] “[illegible]” [illegible]

1996 [illegible] LCHG [illegible] 30% [illegible]

[illegible] TRIPOD [illegible] 5 [illegible]

[illegible]

[illegible]1965[illegible]1986[illegible]1988[illegible]18[illegible]12[illegible]1992[illegible]MBA[illegible]

1996[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”“[illegible]”“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]30[illegible]“[illegible]”[illegible]CEO[illegible]

1996[illegible]10[illegible]10[illegible]

[illegible]20[illegible]90[illegible]

[illegible]1997[illegible]IDG[illegible]—[illegible]IDG 30%[illegible]LCHG 30%[illegible]40%[illegible]20[illegible]

1999[illegible]600[illegible]600[illegible]1 000[illegible]

[illegible]IDG[illegible]IDG[illegible]“[illegible]”IDG[illegible]400[illegible]20%[illegible]2 000[illegible]IDG [illegible]

1999[illegible]7[illegible]1[illegible]CEO[illegible]1999[illegible]9[illegible]1[illegible]33%[illegible]

1999[illegible]11[illegible]9[illegible]

Amazon[illegible]

[illegible]1999[illegible]2003[illegible]2003[illegible]12[illegible]

2004 [illegible]

[illegible]2004[illegible]2003[illegible]12[illegible]2004[illegible]12[illegible]11[illegible]Tom[illegible]+[illegible]51job[illegible]IPO[illegible]

[illegible]2004[illegible]2004[illegible]2004[illegible]10[illegible]2[illegible]IPO[illegible]Actoz[illegible]CEO[illegible]Actoz[illegible]

[illegible]2005[illegible]20[illegible]43[illegible]19.5%[illegible]2003[illegible]10[illegible]2004[illegible]6[illegible]

[illegible]2004[illegible]

[illegible]15[illegible]

[illegible]2004[illegible]+[illegible]

[illegible]2004[illegible]

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[illegible]IPO[illegible]CEO[illegible]CEO[illegible]

[illegible]1962[illegible]1994[illegible]1997[illegible]2002[illegible]3[illegible]2004[illegible]2[illegible]3[illegible]42[illegible]

[illegible]TCL[illegible]TCL[illegible]20[illegible]80[illegible]10[illegible]

[illegible]1999[illegible]2004[illegible]5[illegible]2001[illegible]“[illegible]”[illegible]

[illegible]2004[illegible]2[illegible]9[illegible]CEO[illegible]

[illegible]“[illegible]2003[illegible]10[illegible]15[illegible]”①

[illegible]“[illegible]2003[illegible]12[illegible]

[illegible]”

[illegible]“[illegible]CEO[illegible]……”[illegible]“[illegible]”[illegible]—[illegible]“[illegible]”

[illegible]1999[illegible]“[illegible]”[illegible]

[illegible]

[illegible]

[illegible]4000[illegible]25%[illegible]

[illegible]2002[illegible]

[illegible]CEO[illegible]Webmade[illegible]3G[illegible]

[illegible]

[illegible]2001[illegible]Webmade[illegible]

[illegible]2002[illegible]6[illegible]Fishman[illegible]
Fishman[illegible]2 000[illegible]

[illegible]VC[illegible]50[illegible]50[illegible]

[illegible]4[illegible]

[illegible]2002[illegible]11[illegible]28[illegible]

[illegible]Actoz[illegible]Webmade[illegible]“[illegible]”[illegible]2002[illegible]12[illegible]Actoz[illegible]CEO[illegible]Actoz[illegible]

[illegible]90%[illegible] [illegible]Gary Rieshel[illegible]

[illegible]“[illegible]Actoz[illegible]Wemade[illegible]”

2003[illegible]3[illegible]4 000[illegible]25%[illegible]UT[illegible]

[illegible] [illegible]

[illegible]CEO[illegible]2004[illegible]5[illegible]13[illegible]

[illegible]2004[illegible]4[illegible]27[illegible]11[illegible]5[illegible]30[illegible]7[illegible]30[illegible]

[illegible]

[illegible]2004[illegible]5[illegible]12[illegible]

[illegible]13~15[illegible]1 732[illegible]2.5[illegible]24[illegible]13[illegible]11[illegible]1390[illegible]

[illegible]2 000[illegible]8 000[illegible]

[illegible]

[illegible]IPO[illegible]20%[illegible]

2004[illegible]10[illegible]2.75[illegible]2004[illegible]10[illegible]8[illegible]

[illegible]IPO[illegible]50%[illegible]IPO[illegible]50%[illegible]IPO[illegible]

[illegible]Actoz[illegible]

[illegible]Actoz[illegible]

2005[illegible]20[illegible]43[illegible]19.5%[illegible]2003[illegible]10[illegible]2004[illegible]6[illegible]

[illegible]“[illegible]”[illegible]

[illegible]

[illegible]“[illegible]”[illegible]2004[illegible]

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[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”……[illegible]“[illegible]”

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]CEO[illegible]

[illegible] [illegible]

[illegible]

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财务管理学 案例分析

2007年阿里巴巴上市首日股价暴涨

2007年11月1日，阿里巴巴在香港联交所公布了首次IPO招股结果，在10月底估价的范围18.25元的基础上选取15.5元，折让18%。

按照发行价每15.50港元计算，并以发售5 720股份最高上限，计算净收8.87亿港元，使阿里巴巴的集资额达20.48亿港元，也超过了当年谷歌的首发融资额，成为全球互联网业500年来最大规模的10大网络公司之一的首发上市。

阿里巴巴在新股发行配售上，有意地做到了对有意认购的中长期战略投资者的“配售”，从而使得有在阿里巴巴上市首日就抛售股票的机构投资者所获配售额有所限制。

阿里巴巴发行的新股于香港联交所上市，2007年11月6日在香港联交所挂牌交易，成为了香港上市公司中首家的电子商务公司。

阿里巴巴上市，引来了大量的包括美国AIG在内的国际投资基金的追捧，同时由于阿里巴巴的业务模式引起全球机构投资者的浓厚兴趣，使得阿里巴巴成为全球范围内首家上市的B2B电子商务公司。

阿里巴巴在首发时，内部员工大部分都持有阿里巴巴股票，20元的招股价位对很多人来说，超过13.5港元。

2007年11月6日，阿里巴巴在香港联交所挂牌上市，于上午30分开市后股价一路攀升，开盘后28分钟，11:08分，阿里巴巴股价最高升至39.5港元，较招股价13.5港元上涨192%，首日成交金额约为1.2亿股，以收盘价计算，阿里巴巴市值达到了8.59亿港元，市盈率6.315倍。阿里巴巴首发招股价区间为12~13.5港元，最终确定为13.5港元，超额认购达15倍，冻结资金

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2009 年网络大事

互联网的浪潮汹涌澎湃，不断改变着我们的生活方式，同时推动着互联网产业不断向前发展。

2009年，网络大事风起云涌，精彩纷呈。

2009年1月7日，工业和信息化部为中国移动、中国电信和中国联通发放3张第三代移动通信（3G）牌照。其中，中国移动获得基于TD-SCDMA技术制式的3G牌照，中国电信获得基于CDMA2000技术制式的3G牌照，中国联通获得基于WCDMA技术制式的3G牌照。TD-SCDMA是我国自主创新的3G国际标准。

工信部向3G牌照的正式发放，标志着我国正式进入第三代移动通信时代。一年来，三家运营商在3G网络建设、终端开发、业务推广上投入巨大。

在美国纳斯达克上市成为中国互联网企业的最佳选择。2009年4月2日，畅游在纳斯达克正式挂牌交易，成为“搜狐”旗下首个在“分拆”IPO的公司。750万股美国存托凭证（ADS），占总股本的14.6%，发行价16美元，募资1.2亿美元。上市首日股价收盘于20.02美元，较发行价上涨了25%，成为金融危机以来中国首家赴美上市的互联网企业，畅游上市引发了国内企业的上市热情。2009年，中国互联网企业在美国上市出现热潮，其中包括完美时空、网龙、巨人网络等，这些公司的上市也表明了中国互联网市场的投资价值得到资本市场的广泛认可。

在2009年里，网络游戏行业呈现出新的发展特征。网络游戏公司纷纷加大研发投入，通过自主研发和代理运营等多种方式扩充产品线，在竞争中形成了更多的差异化优势，同时，网络游戏公司的海外拓展能力也有所增强。

中国互联网络信息中心（CNNIC）发布报告称，中国网民规模达2.97亿人。2009年中国网民规模持续快速增长，3年来网民规模翻了一番，互联网已经成为人们生活中不可或缺的一部分。在网民规模持续增长的同时，网络应用也在不断发展和丰富，网络购物、网上支付、网络炒股等经济类应用增长迅速。

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21原则，网络变身你的秘书和管家

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高效的上网整理术

Getting Organized in the Google Era

How to Get Stuff out of Your Head,
Find It When You Need It,
and Get It Done Right

事太多记不住？那就外包给网络！
整理的事交给资讯工具，
给自己空间充分体验人生。

原书作者

道格拉斯·梅瑞尔 Douglas C. Merrill

詹姆士·马汀 James A. Martin

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MAIN IDEA

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Part 1 How You Think

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Part 2 Tips, Techniques and Strategies

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Part 3 Organizing Around 21st Century Challenges

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MAIN IDEA

Geting Organized in the Google Era

Today's world is fast-paced and information-saturated. To keep your head above water, you need an organizational system that will handle the endless stream of information that gets thrown at you, integrate the tasks you need to get done and allow you to focus on the challenges that will confront you every day. In other words, you need an organizational system that takes full advantage of available technology rather than one developed for bygone eras when paper to-do lists were all that were required.

Forget about looking for a one-size-fits-all organizational system-it doesn't exist. Instead, you have to develop your own system to meet all the unique twists and demands you face in your life and career. As you do that, there are 21 organizational principles that may provide some useful clues. These principles are worth considering because they are

■ Aligned with the way your brain actually works, as opposed to the way you wish your brain worked in an ideal world.

■ Based around the concept of using technology in smart ways to help you get better organized.

■Realistic and scalable, that means they can handle the sheer volume of stuff that gets thrown at you every day.

Disorganization always causes stress. The way forward is to use these 21 Principles of Organization to develop a system that works for you. The more organized you can become, it stands to reason that you will feel more successful and ultimately less stressed.

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1. 整理你的生活，尽量避免用脑过度
2. 以最快的速度挪出脑袋里的事物
3. 千万不要一心多用，这样比较没有效率
4. 运用故事来记忆重要的事情
5. 寻找更新、更好的做事方法
6. 知识不是力量，分享知识才是
7. 规划要依照真实的限制，而非自以为的限制
8. 诚实面对自己，但不要过于主观
9. 明白何时要忽略限制
10. 知道目标在哪里，以及该如何达成
11. 达成目标的方法要保持弹性

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Part 1 How You Think

Main Idea

It makes good sense to align your personal organization system with the way you think. If you don't do this, you inadvertently end up sabotaging your best efforts to move ahead.The eleven principles that help you do this are：

1. Organize your life so you minimize brain strain
2. Get stuff out of your head as fast as possible
3. Don’t even try to multitask—it’s less efficient
4. Use stories to remember important things
5. Look for new and better ways to get things done
6. Knowledge is not power—sharing knowledge is
7. Organize around actual, not assumed constraints
8. Be honest with yourself but not judgmental
9. Know when you should ignore constraints
10. Know where you’re going and how you’ll get there
11. Be flexible about how you achieve your goals

Supporting Ideas

Your life is chock full of items that are all clamoring for your attention. Regardless of whether you realize it or not,

your attention is constantly wandering from one thing to another to still something else. Information is washing over you all the time, so don't even try to take notice of everything you come across. Instead, you should try to organize your life in ways that minimize mental strain.

Organize your life so you minimize brain strain

> **Key Thoughts**
>
> "Believe it or not, the way our brains work is one of the biggest challenges we face in getting organized. Honestly, I'm not here to give you rules. Rules are meant to restrict you. My principles are simply meant to suggest new ideas, options, and tools, so you can design systems for organizing that work for you."
>
> **-Douglas Merrill**

The biggest cause of brain strain arises when we try to decide what to memorize and what to forget. The human brain is very good at noticing things but very poor at memorizing. Paying attention to what's happening around you was developed as a survival mechanism first and foremost, and we are on alert all the time, whether we realize it or not. When you notice something, it goes into

your short-term memory. If you then do nothing further, that memory will get overwritten by something new. Your short-term memory can hold between five and nine things at any one time. One of the main keys in any system for getting better organized is to figure out ways to effectively get things out of your short-term memory and safely stored somewhere secure you can access in the future. If you can work towards putting in place systems that will make this happen consistently well, then you will automatically feel less stressed. You will suffer less brain strain and accordingly feel more productive.

Get stuff out of your head as fast as possible

This should be the focal point of any organizational system. The more rapidly you can get stuff out of your short-term memory and into a searchable database somewhere, the better organized you will be. Smart people have known this for ages.

Key Thoughts

"A reporter was out for a walk with Albert Einstein and asked for Einstein's phone number, in case there were any follow-up questions. Einstein readily agreed to give it, walked over to a pay phone, picked up the phone book, looked up his number, and read it to the

> reporter. In response to the reporter's astonishment, Einstein said something like 'Why remember my number, when it's in the phone book?'Yes, I doubt the story's true too. But it's funny. And it illustrates the need to get stuff out of your head so you can focus on what's important."
>
> **-Douglas Merrill**

Don't even try to multitask-it's less efficient

Everyone today tries to multitask, but the human brain is just not cut out to do this. Very simply, when you multitask, you interfere with the brain's capacity to put information into short-term memory. Regardless of how you try to justify it, multitasking makes you less efficient.

To remember something, you have to transfer it from your short-term memory to your long-term memory. This is called "encoding" by cognitive scientists who study this process. Most people attempt to encode a fact by repeating it over and over-scientists call this "rehearsal." To get better organized, you need a more efficient way of doing this, because rehearsing things over and over is slow and is prone to all kinds of potential problems that crop up as well.

Use stories to remember important things

It turns out that if you associate a story with a piece of information, you stand a much improved chance of being able to recall it later on. A memorable story can act as a vivid key for retrieving facts from your long-term memory later on. This is because facts in and of themselves are usually dry and boring, whereas stories have color, action, characters, sights and emotions attached. The brain is highly proficient at remembering mental pictures that are attached to stories. Or put another way, great stories put facts into context.

Key Thoughts

"By definition, being organized requires having bits of information stored in a useful order. Putting these bits into order requires encoding them and recalling them correctly. Your brain wants to recall information not as bits and chunks, but as stories. Thus, finding ways to embed facts into stories is essential to becoming better organized."

-Douglas Merrill

If you can think ahead a little and anticipate what you'll want to do with a specific piece of information before you try to encode it into your long-term memory, you can embed that piece of information into an appropriate story.

This is the ideal to work towards, although in practice you can't always forecast with precision what stories will fit your future circumstances. For now, just keep in mind that vivid stories enable later recall and give information context that makes it easier to recall that same information later on.

Look for new and better ways to get things done

In addition to the short-term memory and long-term memory transfers the human brain does, there is also one other thing brains don't like. Too many choices, whether big or small, can quickly overwhelm us and cause us to revert back to our original "default setting" choices-even if those decisions were made many years ago in entirely different circumstances.

Key Thoughts

"That's why it's so important to develop organizational systems to compensate for the limitations of our brain. The organizational methods we develop should challenge our assumptions about what we do and why we do it—emphasize the importance of filtering out what's not important and focus on what is—and take advantage of the best tools-whether they are paper or digital-for each job given the rapidly changing demands, and

possibilities, of today's world. For example, I'd argue that a lot of information we've traditionally tried to store in our brains can be outsourced to the Internet."

-Douglas Merrill

Knowledge is not power-sharing knowledge is

Key Thoughts

"From an organizational standpoint, everything in our world is wrong. The way in which our work structures are organized is wrong. There's never enough time to do everything we're convinced we must do. We feel left-handed in a right-handed world. At best, we feel disorganized. At worst, defeated."

-Douglas Merrill

To illustrate

■ Why do we work 9-5 Monday to Friday in a 40-hour workweek?This came from the Industrial Revolution, when people started working in factories that had to run efficiently during set hours. So if you don't in fact work in a factory today, why do you still keep to the 40-hour

workweek idea when this generates traffic gridlock and stress?

■Why do schools still have summer vacations? These were introduced so the children of farmers could help harvest crops. If you don't actually grow crops, however, wouldn't it be better to have your kids on holiday when everyone else is at school so all the places you want to go will be less crowded?

■Cars were first developed to offer people the freedom to travel wherever they wanted whenever they wanted. Why then do we all spend so much wasted time sitting in traffic jams, not to mention the problems of dependency on foreign oil and global warming?

In just the same way that society really isn't organized efficiently, the way everyone thinks about knowledge has also changed and evolved. At one time, knowledge was power. If you knew something, you had a genuine competitive advantage, and everyone was working to enrich their own "unique" know-how. But today, you'll be far more successful and less stressed as well if you share knowledge rather than trying to hoard it. A network effect comes into play. When one person knows something, he can use his best efforts to apply that knowledge. However, if you have a room full of smart people who are willing to pool and share their knowledge, what the group can achieve will be highly

impressive. In today's world, it's in the sharing of knowledge that power grows exponentially rather than in the hoarding of it.

Organize around actual, not assumed constraints

All of us have constraints that are specific to us individually and that can prevent us from being organized and successful. These constraints may be

•Physical-imposed by our actual limitations.

•Psychological-inherited from others we consider influential.

•Dictated-by society's norms.

To become better organized, you have to increase your own ability to look at constraints realistically. You need to increase your ability to figure out which of your constraints are real and which of your constraints are only assumed. It's important to know the difference so

■You can avoid wasting time and energy attempting to overcome a constraint that isn't even real.

■ You can avoid wasting time energy on things that aren't even remotely likely to yield positive results because

a real constraint dictates that something is physically impossible.

Be honest with yourself but not judgmental

All of us are comparatively poor at figuring out what our actual constraints are because we're too close to the forest to see the trees. Or in other words, our constraints seem so real and final that it's hard to objectively evaluate our capacities or our environment all that realistically. This is why it's worthwhile to ask others for help in getting an objective assessment of what your real constraints are. Honest feedback on what your actual constraints are can come from people like

- Your coworkers, peers or supervisors.
- Your boss or your subordinates who report to you.
- Your close friends, colleagues and mentors.
- Your spouse.

Know when you should ignore constraints

Once you've dug a little deeper and identified what your constraints are, you then decide which of these constraints you're going to work around and which you're going to accept at face value.

For example, regardless of how you organize your life, you'll never have more than 24 hours to work with every day or seven days in a week. Eventually, your time will run out, and that's a stone-hard certain constraint on what you will achieve. If you stress about these constraints, you won't be able to think rationally and you'll make the situations you face even worse.

Key Thoughts

"Identifying and organizing around your constraints, however, isn't without some risk. It's possible to give them too much thought and weight. Even if your constraints are real and beyond your control, that doesn't mean you should give up on the task at hand. When you do that, you don't leave space for new ideas, experiences, and outcomes. But how do you know when to ignore a constraint?You weight it against your assets, such as your skills, available resources, and the help you can get from others. You also take into consideration the risks What's the worst thing that can happen if you ignore a constraint?When you think about it, fear is probably the biggest one we face. More often than not, fear is a constraint best ignored."

-Douglas Merrill

Know where you're going and how you'll get there

Goals are the flip side of constraints. When you have a clearly defined destination where you want to head, then you have a framework around which you can organize your information. You have criteria by which you can evaluate what's important and what's not. It becomes much easier to become better organized when you know exactly what you're trying to achieve. In fact, the more specific you are about your goals, the easier it becomes to achieve what you want, and the easier it becomes to measure your progress. The metrics you should use to evaluate your success or lack thereof also become obvious and clear.

Determining your goals generally comes down to figuring out the answers to three or four basic questions：

■What is it that I really want to achieve-at the expense of all other possibilities?

■Why do I need to achieve this?

■What will be the consequences if I do not achieve my goal?

■ What are the actions I need to take to make this happen?

Be flexible about how you achieve your goals

Once you know where you want to head, it's helpful if you can also be a little bit flexible about those specific outcomes. The advantage of doing this is that if your Plan A doesn't work out quite as planned, you'll be open to finding alternative routes for achieving what you want to do.

It's also helpful if once you've thought through your goals and constraints, you pause and clear your mind before getting to work. This is a good time for both a reality check and reading what your gut instincts are telling you. The key questions you need to think about at this stage are

•Will achieving my goal be worth all the effort I will have to put in to get there?

•Who can I delegate some of the necessary elements to?

•Who should I ask for help in achieving my goals?

When you're making big plans, there will be lots of decisions you have to make. All of us are generally not very good at making decisions for a whole range of reasons. To compensate for this, some strategies you could try are

■Talk with someone whose opinions you value. Bounce your idea off them and ask them to identify any constraints you've over-looked. Ask them also if they can see any faulty

logic you're using or personal biases that are coloring your decision. See whether or not they reinforce your decision.

■ Visualize what it will be like to realize your goal. Live with that visualization for a while and decide whether it feels right.

■ Do some research and gather more facts. Does additional data make your decision look better or worse?

■ Make a list of the advantages and disadvantages of your idea. Prioritize your list in order of importance.

■ Commit your logic to paper and leave it for a few days. Then reread what you've written and try to challenge your assumptions. Let your subconscious mind work away in the background to come p with better suggestions or to highlight drawbacks you've given too little weight to when making your initial decisions.

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13 只记住必须记住的东西
14 一定要把大块分成小口
15 每周排出时间来回顾关键实据
16 提醒自己，世上没有完美的方法
17 尽可能应用你已经熟悉的工具
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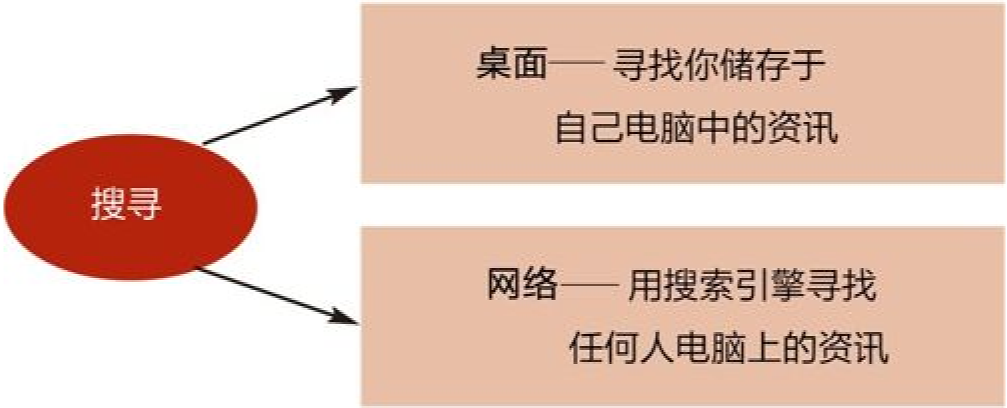
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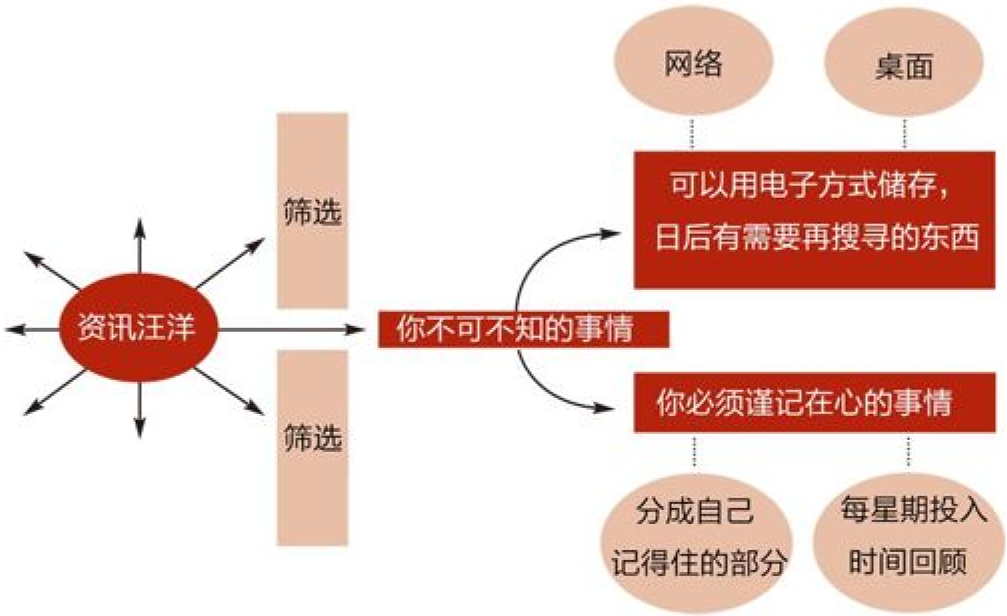
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Part 2 Tips, Techniques and Strategies

Main Idea

Today, there are some amazing tools available that can help keep you organized-including smart phones, cloud computing and more. You have to keep on discovering new and better ways to use these tools as part of your organizational efforts. The seven principles that apply in this area are

12. Don't organize information—learn to search for it
13. Only keep in your head what must be there
14. Always break big chunks into small bites
15. Set aside time each week to review key facts
16. Remind yourself that there are no perfect systems
17. Use the tools you already know wherever possible
18. Add keywords to digital information to find it later

Supporting Ideas

Don't organize information-learn to search for it

Back in the good old days, if someone sent you a memo you wanted to keep, you would probably

•Make three copies of it.

•File it in at least two Manila folders in your filing cabinet.

•Put a back-up copy in a ring binder just in case.

Today, the memo would probably come as an e-mail. All you need to do is put that e-mail into a high-level folder and forget about it. If you need to find that e-mail at a later time, you can do an electronic search for the keywords involved. And no matter where it's filed, search will find it.

In fact, you don't even have to file information on your own computer. The hot topic in the computer industry at present is"cloud computing."In essence, this means services and software tools can be delivered to you via a Web browser. Rather than storing information on your computer, you can store it in the cloud and then access it at any time using any device that connects to the Internet.

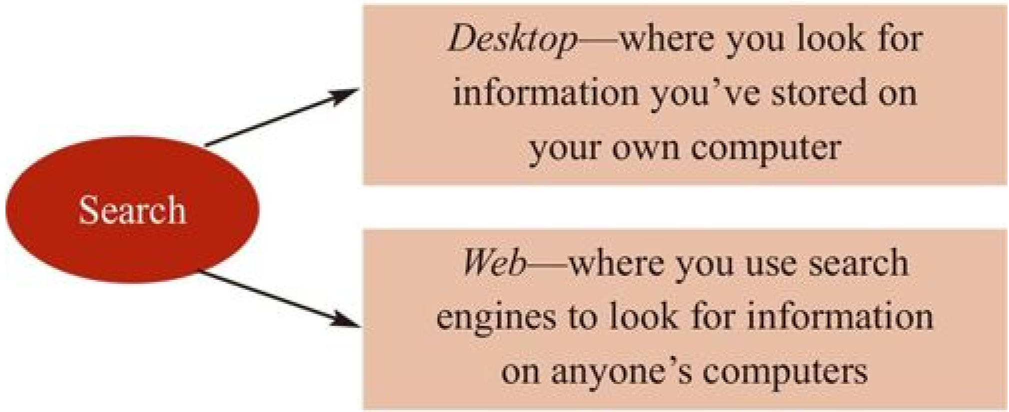
Searching for information is the foundation of new organizational methods. Much time and thought in previous generations went into developing information storage systems that would allow relevant stuff to be retrieved when required. By and large, all these methodologies and systems

are now outdated. By leveraging what technology does well, you should now be organizing your life around the principle that it's always feasible to search for the information you have stored away electronically.

> **Key Thoughts**
>
> "It doesn't matter in which file or folder you put that e-mail. In fact, I'd argue you don't need to put e-mail into folders at all and that you can use just a few high-level folders to organize all your computer files. A search on your computer will find the e-mail or the file you need, probably in the time it would take you to roll your chair over to the filing cabinet. Even if a memo didn't arrive as an e-mail, you can scan it, keep the digital file on your computer or in the cloud, and search for it when you need it. In other words Search is what we need to survive and thrive in the information age."
>
> **-Douglas Merrill**

Only keep in your head what must be there

The availability of search has dramatically altered the way you should organize yourself, both professionally and personally. Search can be divided into two categories



■ Desktop-is where you use the search tools that are part of the operating system software for your computer. You can also use the free Google desktop search utility （desktop.google.com）.By using these tools, it doesn't matter where you drop files. You can be as disorganized or haphazard as you want with how you store files because you will be able to find them later on using search.

■ Web-is using Google or other search engines to find the pieces of information you need anywhere on any server or computer connected to the Internet. Google and other companies have grown into large multi-billion-dollar enterprises on the strength of offering free, comprehensive search functions, and you should learn how to get the most from everything these world-class search engines offer.

It stands to reason that if finding information is easier today than ever before, then the central challenge of feeling organized has changed. Instead of selectively figuring out

what you need to save and how to do that, your organizational system needs to be structured around two different activities：

Filtering-deciding what information you need to keep in your head and what information is better left to electronic storage for later searching. Repetition-revising and refreshing on a regular basis to keep the vital chunks of information you must know fresh and vibrant in your mind.

Always break big chunks into small bites

A good organizational system for today will essentially be an information engine as shown below：

■You set up filters based on your goals. Information that relates to those goals gets picked up on and stored in your system. Everything else gets turned away so you avoid information overload.

■Once you get vital information to hand, you then make a judgment call about whether this is stuff you need to memorize or whether it's information you want to have at hand to find when required.

■The information you don't have to commit to memory can be stored either in the cloud or on your computer. No complex filing or classification system is required-you can

search for it later on as and when the need arises. You can even put the information into an e-mail you send to yourself that can then be stored in your email archives for later searching.

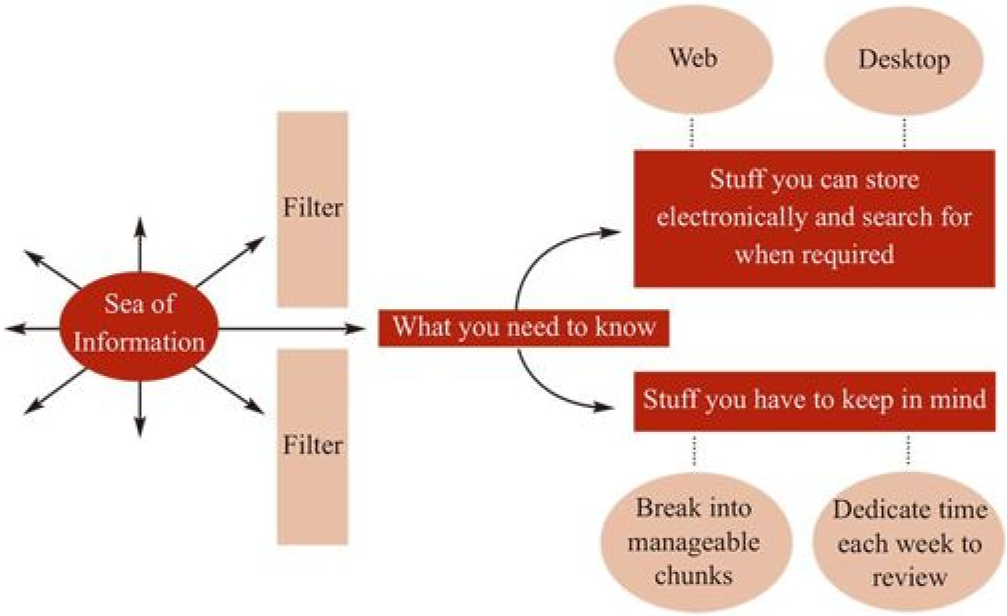
■ What you do need to memorize you then break down into smaller, more manageable chunks that can then be tackled individually.

■ You then have a set time each week-or daily if necessary-that is dedicated specifically to reviewing and refreshing the key information you need to know. Reviewing information over and over enhances your focus at the same time as it builds your confidence that you'll be able to recall this information when required.

Set aside time each week to review key facts

You should dedicate a little time each day or week to review the key information that relates to your goals. Whether you have that information in digital format or not doesn't matter. Once you've whittled everything down to the few facts you absolutely need to know or need to keep at the front of your mind, have a set time where you can go over this material and really focus on it. There is no substitute for repetition when it comes to remembering what you need. Going through vital information on a regular and consistent basis will always make you feel more

organized and more successful, so follow through and make this happen.



Remind yourself that there are no perfect systems

Hitting the right balance between what you keep on paper these days and what you store in digital format will come down to personal preferences more than anything else. There are a number of factors that will come into the equation, so don't think you have to wait until you devise the perfect system to get underway. There is no such thing. Instead, you've got to acknowledge that your personal organizational system is always going to be a work in progress. The main thing to aim for is to consistently identify where the choke points are and then figure out new ways all the time to work around those restrictions.

Paper is good when：

■You want to get stuff out of your head and recorded before you for-get an idea.

■You're brainstorming solutions to problems-either by yourself or in a group setting.

■You want to digest detailed information and have the ability to write notes in the margin.

■You receive important financial information that needs to be archived for tax or other purposes.

■You have a legal document that would be difficult if not impossible to replace.

■You want to make quick notes on the fly and you're nowhere near a computer.

Paper becomes a disadvantage however whenever：

■You get so much of it that you run out of storage space and the ability to index your paper so you can retrieve it on demand.

■You don't know when or where you will need to reproduce that piece of paper in the future.

■You receive information you need to share with others.

■When you care about protecting the environment.

Of course all kinds of hybrid possibilities also exist. You might keep paper copies of documents on file but also store electronic versions somewhere as a backup. And keep in mind that digital files have their strong points and drawbacks as well. You might store all your data on floppy disks only to find they become extinct. DVDs might get superceded by flash drive storage or something better. To get around this, you can store your data in the cloud using something like www.getdropbox.com for example.

If you feel like you're struggling to hit a good balance between paper and digital for your own organizational system, welcome to the club. Everyone is caught up in this transition at the moment. All kinds of legacy systems are still in the loop here as well. Even the most ardent technophile will admit that there are times paper is best. At the same time, if you stick your head in the sand and fail to take advantage of all the advances in digital technology that are coming out, that doesn't seem very smart either.

Key Thoughts

"I'm not here to tell you when you should and shouldn't use paper over a digital device. That's a decision only you can make. My larger point here is that when you do make these decisions, keep in mind

your goals and objectives for the information. Determine when you'll most likely need the information, how you'll use it, how long you'll need to keep it, and whom you might want to share it with. Then come up with a logical, convenient system you can stick to. If you truly want to be more efficient, challenge the ways you've been organizing the information in your world and open yourself up to new ways of doing it."

-Douglas Merrill

Use the tools you already know wherever possible

You want all the digital information you gather to accumulate in one place so you can search for what you want when you want it. The best and most practical way to do this is by using a tool with which you are already familiar-e-mail. In particular, you should turn your e-mail into a searchable history that's all about your projects, your interests and your personal preferences.

So how do you do this?

■ Sign up for a free Gmail account at mail.google.com. Even if you have e-mail at work, you should have your own personal e-mail address separate from your work e-mail address. Gmail is an excellent e-mail aggregator and a very

good scaffold to use for assembling and storing digital information.

■Gmail has a large storage capacity-several gigabytes circa 2010 and likely to keep increasing in the future-so you should plan on keeping your e-mail messages forever. In effect, you can use Gmail to create a searchable history of everything you've ever read and everything you've ever done.

■Get into the habit of e-mailing interesting articles to yourself. Add keywords in the subject line that will help jog your memory. You should also route all your e-mail through your Gmail account.

■ Gmail doesn't have folders, so you can leave everything in your inbox. Gmail allows you to create labels for each e-mail. You can then sort and visually scan messages that relate to the specific label you're looking for. You can also set up Gmail so that any e-mail from a specific person is automatically labeled the way you want.

■You can set up filters in Gmail-rules that automatically get applied to your e-mail. By learning how to use labels and filters together, you can set up and keep track of your to-do lists, you can send yourself reminders for important upcoming events, you can keep track of when you've received important stuff and much, much more. Gmail even

has a feature where you can add a yellow star or a flag to your e-mail when you read it to provide a visual cue that you need to be following up on something.

By concentrating all of your personal activities and data gathering around Gmail, you achieve several important things. One is that everything digital is centralized so you have a single place to look for what you want. The other is that your organizational system becomes machine independent. Your data is stored in the cloud. If your home or office machine has a hard disk failure, you're not scrambling to restore that data. Everything is always intact and safe.

Key Thoughts

"Gmail is a nearly ideal scaffold for organizing all the information of your personal and work life. It's easy to use, and it has virtually unlimited storage. Gmail allows you to search years of messages quickly. It can organize lots of different types of information-including tasks, random bits of data gathered online, important documents and contacts-so you can access that information at any time. And the Gmail page is neat and clean, which appeals to my interface preferences. The ads are unobtrusive, which helps you stay mentally focused on the information and

tasks at hand. You can try it without even having to change your e-mail address. Gmail lets you consolidate e-mail accounts easily into one account, too. And it's free, so what's stopping you?"

-Douglas Merrill

Add keywords to digital information to find it later

Once you get used to the idea of using e-mail to consolidate all your digital information, you'll start giving more thought to how you can boost the efficiency of that searching. One of the best ways to do that is to add keywords to the subject line of stuff you e-mail to yourself. If you send yourself a PDF copy of an important document, add a keyword. If you see an interesting Web page, make a copy of it and e-mail it to yourself. By adding keywords as you go along, you'll make it much easier to find that stuff when you search for it later on.

There are also three other tools that you should consider using as part of your personal organizational system

1. Google Calendar

Google Calendar google. com/calendar is an online calendaring sys-tem that you can search and share. You can

use GCal to do all sorts of things that will increase and enhance your personal productivity：

■ You can add all your appointments or accept appointment invitations from other people and have these automatically added to your calendar.

■ You can add notes or calendar entries to appointments. You can then search these notes quickly and easily to find something.

■ You can set up alerts for important appointments. These alerts can come to you as pop-ups, as text messages to your cell phone or as e-mail messages.

■You can use GCal to announce upcoming events, send out invitations and track responses automatically.

■You can share your calendar with other people so they can tell when you'll be available for appointments and when you won't. You can even set up multiple calendars-one for your work appointments, another for your personal events and a third for events you need to schedule with your spouse or family members. GCal makes maintaining these calendars simple and convenient.

Key Thoughts

> "GCal is an efficient way to co ordinate activities that include a lot of people, like team or group events. Your kid's soccer team could post its game schedule in a shared GCal calendar. If you're a GCal user, you could then add that calendar to your set of GCal calendars so that all the games would show up on your master GCal view. And even if you don't use GCal □ although I hope by now you're at least considering it□□you can just follow a Web link to view the calendar in your browser."
>
> **-Douglas Merrill**

Again, the power of something like GCal comes from the fact that it becomes the single place you consolidate all your scheduling. As you or others add appointments to your schedule, you can add notes to the appointment that will provide context. These notes might include the topic and goals of the meeting, who the other people attending the meeting will be, some background on these people and so forth. If you're smart and well organized, you will also insert into meeting notes all the little pieces of additional information you want to use during the meeting. If you meet with someone influential and casually work into the conversation details about their personal interests, their spouse's name or even their birthday, you increase the possibility that they will respond positively. All of this is

feasible and possible when you use Google Calendar to keep track of your appointments.

2. Google Docs

Google Docs allows anyone to generate documents, spreadsheets, presentations and forms using any Web browser. Once the new document has been created, anyone else you invite to participate can then collaborate with you.

Here's a great way you can use this tool

■When you're sitting in a meeting, take notes by typing into a Google Docs text file.

■ Give editing access to everyone who is at the meeting-which means you capture their e-mail address for follow-up.

■If a conference room projector is available, connect to that and let everyone see the meeting notes as they are being created. Alternatively, if there is no projector, people can follow the notes from their own laptops as they are being created in real time.

■ Corrections and clarifications can be made on the spot.

By using technology this way, everyone participates in creating the meeting record and everyone stays up to play

with what is being discussed. Google Docs can be used to organize and manage large projects as well, because everyone has access to the same information anytime anywhere.

Google Docs is also helpful in capturing the online information you may want to use later on. Most people bookmark Web pages they want to return to, but over time, multiple bookmarks get very messy. It's also hard to synchronize the bookmarks you may make on your laptop, your home computer and your work computer. It is possible to use a synchronization service（www.xmarks.com）to do this, but after a while, bookmark lists tend to become so large that they become unhelpful. A better approach to capturing online information is to paste a copy of the Web page into a Google Docs document and email it to yourself. As you do this, you can add keywords that will help you search for it later on.

3. Google Reader

Google Reader（www. google.com/reader）is a feed aggregator using Really Simple Syndication（RSS）.In practical terms, RSS is a standardized system that alerts you whenever a Website, blog post or news headline has been updated. Instead of having to visit Websites regularly to see what's new, you can subscribe to their RSS feeds and then use Google Reader to catch up. Articles that show up

on Google Reader have links embedded, so with a single click, you can go to the full article or item.

Key Thoughts

"Because information is so essential to being organized, I encourage you to start thinking about building your own scaffolds, or your own system for organizing your always-expanding building of information. How do the scaffolds you're using today fail you?In what ways are they limited?What could they do better?I'm not here to tell you to do everything my way. But in my opinion, the scaffolds I've written about are best suited for the way our brains, and the world we live in today, really work. While you're at it, it helps to change how you think about search too, because of how important it is to organizing our information. Search shouldn't be something you do just to find stuff other people have posted on the Internet. Search should be integrated into everything you do with your own information as well. Try to make search a forethought, not an afterthought. When you need it, search for it. You'll be less frantic and confused. After all, search is oxygen."

-Douglas Merrill


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做备忘，以便之后转换情景
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将情景类似的事务合在一起
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把工作和生活整合在一起

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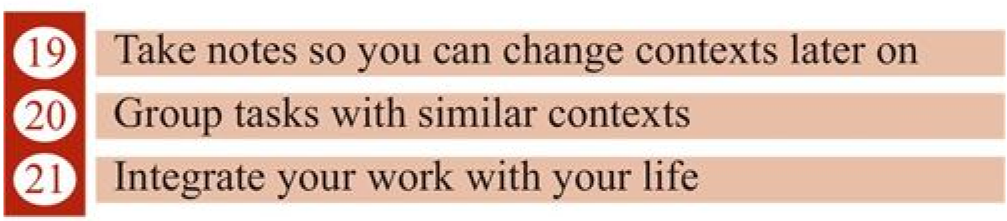
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Part 3 Organizing Around 21st Century Challenges

Main Idea

To get organized today, you'd better get good at minimizing distractions. Don't try to hit an ideal work-life balance, because it can't be done. Instead, integrate your life and your work together so you can tap into your full energy and brainpower. The three key principles to remember in this area are



Supporting Ideas

Take notes so you can change contexts later on

Whenever you're concentrating on one subject and then your mind turns to something entirely different, you're changing contexts. Whenever you shift contexts, your brain tries to shift whatever is in short-term memory into long-

term memory to make room for new information. That's hard work for the brain, and therefore after a few changes of context, you can feel mentally exhausted. To try and offset this, integrate lots of notes into your calendar, so that as you shift contexts, you have a flying start. Your notes will get you up to speed quickly and efficiently rather than sitting around wondering what you're supposed to be discussing.

It also helps if you eliminate distractions as far as possible. Turn your phone off when you need to focus. Check your e-mail only during breaks rather than getting notified each time a new piece of e-mail arrives in your inbox. Look for distractions that crop up frequently and work to eliminate them entirely.

Group tasks with similar contexts

The other strategy you can apply to help is to group together tasks that have a shared context and handle them all at once. As you plan your day, try to schedule meetings that have a similar context back to back rather than forcing your mind to mentally shift gears over and over. Admittedly, this is not always feasible, but if you do have options, try to group meetings with similar contexts together. And you might try to save the meetings with easier contexts for later in the day when you're more likely to be mentally tired.

Be careful not to sabotage your own efforts to be more productive. Instead of checking for new e-mail constantly, you might set up your e-mail so you have to manually hit the Send/Receive button. That way you can concentrate on what you're doing exclusively and then check your e-mail when you need a break. And in a similar vein, if you work in a cubicle where your coworkers come and go as they please, you might consider putting up a sign that reads "DO NOT DISTURB-ON DEADLINE."Put it in plain sight and then pop in some earplugs or listen to music on your iPod so you drown out background noise. Do all you can to avoid any involuntary context shifts you might be forced to make during your workday.

By all means rest your brain occasionally by taking a break and thinking about something entirely different. These breaks can be quite refreshing and invigorating. They can make you more productive rather than less productive. The real trick is to set up these breaks as rewards for good work accomplished rather than as ways you can avoid doing work altogether.

Integrate your work with your life

Lots of organizational systems talk about achieving a sustainable"work-life balance."This is usually code for wanting to work less and live more. In today's highly

competitive world, this isn't really an option. A better and more realistic aim would be to find ways to integrate your work with your life in ways that reduce stress and boost your productivity. In other words, aim to sync what you do with what you like as frequently as possible.

How can you do that?

■Stop seeing work and life as two separate things that fit neatly into compartments. They aren't. Accept the fact that sometimes you'll have to work a lot and other times you'll be able to play a lot. Both can coexist within your schedule rather than being mutually exclusive.

■Set up calendars that allow you to integrate your life with your work requirements. Let people access them according to their needs rather than setting up artificial boundaries between work and life.

■Block out personal time from your workday when work is slower. Use this as an opportunity to recharge your batteries. You'll work smarter that way.

■Be perfectly happy to take care of business after hours if the need arises. Try to schedule what you must do in small chunks you fit in during what would be dead time anyway.

■When on vacation, make a decision-will you check for messages or make the world go away?Whatever you decide, let others know and then plan accordingly.

■If you have to make international trips for your work, schedule enough time in for exercise, rest and staying connected with your family.

■ Make getting stuff out of your head and into your information capture system something you schedule every day.

■Be realistic about the fact that huge and unexpected challenges will crop up from time to time. Anticipate that you'll make mistakes because of the stress level, so cut yourself some slack. During difficult times, it's vital that you filter more intensively than usual so-don't become overwhelmed. Use the tools you've developed to handle information overload during periods of intense stress.

Key Thoughts

"I've offered 21 principles of organization. Some may make perfect sense for you others, not so much. Whatever the case, I'd like to encourage you now to try applying at least a few of these principles to your life, to see which ones are best suited for the challenges you might currently be facing. Granted,

not all my principles of organization will apply to every challenge you face. But I'll bet at least some of them will be relevant to certain challenges at certain times. Organizing your life frees you up to fully experience your life. Yes, it takes work to be organized, and to stay organized. But the reward is well worth the effort, I promise."

-Douglas Merrill

大师轻松读

60分钟与全球大学习潮接轨

Master 60

经营管理

大数据时代创造大业绩

120位顶尖销售领袖证实有效的成长全攻略



Sales Growth

Five Proven Strategies From the World's Sales Leaders

原著：汤玛斯・鲍嘉德纳 Thomas Baumgartner ／霍玛耶・哈塔米 Homayoun Hatami
琼・范德・亚克 Jon Vander Ark

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MAIN IDEA

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Strategy 1 Get to growth opportunities before your competitors do

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Strategy 2 Use and optimize multiple channels to serve customers of different sizes

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Strategy 3 Use sales operations and technologies as engines of growth

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Strategy 4 Balance near-term growth with building long-term capabilities

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Strategy 5 Get buy-in to implement difficult changes to beat the market

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把销售作业和科技当做成长引擎
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兼顾短期成长与打造长期能力的平衡发展
5
坦然接受推行高难度的变革来政府市场

MAIN IDEA

The science of selling

It’s common to talk about “the art of selling,” but all the sales executives we interviewed put more science than art into their winning formulas. These leaders used data and analysis to diagnose their go-to-market approaches, sales processes, channels, technology, talent, and leadership.

Today’s marketplace clearly requires companies to be very, very good at selling and yet when 1,000 leading US and European companies were analyzed, it was shown over half would create greater value if they focused more on creating sales growth rather than on achieving productivity improvements or greater operating efficiencies. Once a company is achieving 15 percent return on invested capital, it will create more shareholder value by improving its revenue growth than it will by trying to continue to improve its return on invested capital.

This means the best way to beat the market today is to put sales at the heart of your growth agenda. Based on a study of more than 100 large global companies (averaging $31 billion in revenues, $47 billion market capitalization and 86,000 employees) who have consistently outperformed their peers in terms of growth and profitability over a five year period, it became clear there were five proven strategies for driving and sustaining sales growth:



Five Proven Strategies of Sales Growth
1
Get to growth opportunities before your competitors do
2
Use and optimize multiple channels to serve customers of different sizes
3
Use sales operations and technologies as engines of growth
4
Balance near-term growth with building long-term capabilities
5
Get buy-in to implement difficult changes to beat the market

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Strategy 1 Get to growth opportunities before your competitors do

To grow sales, you’ve first got to start with an appetite for growth. Once you have that determination to grow and grow big, you then start figuring out where that future growth lies.



Tactic 1 Look 10 quarters ahead

Great companies do three interrelated things to capture the benefits of forward thinking when it comes to sales growth:



■ Surf the trends -- Great sales leaders are aware of the big trends which are coming and figure out ways to position themselves advantageously. For example, everyone knows

cloud computing is going to be very big in the future. Accordingly, smart sales leaders are starting to target small businesses with new pay-as-you-go business models which take full advantage of the capabilities of cloud computing. They make it their business to know which trends are coming and how those trends will impact on their customers and their industries in the future.

■ Invest ahead of demand -- Sales leaders have forward-looking investment programs which see them investing in tapping into new growth opportunities as an explicit part of their annual budgeting process. They commit in advance to building sales capabilities so when demand emerges they’re ready to get into action. Many executives explicitly account for investment in new growth opportunities in their annual capacity planning and allow 2 to 4 percent of their overall sales budget for this purpose.

■ Have a habit of turning insights into action -- Successful sales leaders make forward planning an integral part of their job description. They make their own luck by identifying the sales opportunities which will materialize in the next 12-to 18-months or longer and position their companies to pounce on those opportunities. They have a very forward-looking approach to sales and a track record of success which gives them credibility. By acting on new

opportunities, they get the jump on others who are simply reacting to the marketplace as it changes and evolves.

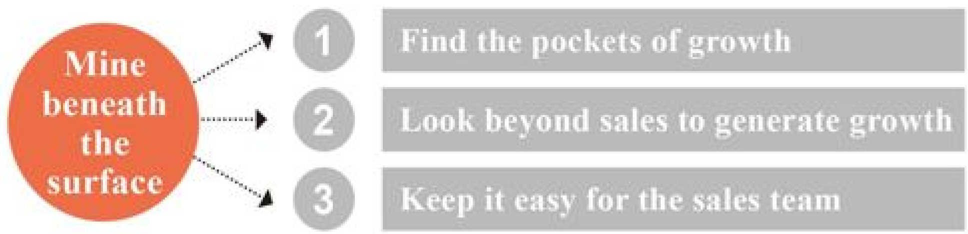
Key Thoughts

"Building and sustaining the capability to take a forward-looking view of the market is not easy. As we looked across all of these great sellers, two common characteristics emerged: the mindset of sales leadership and resource commitment. Sales leaders must consistently monitor the macro-environment in search of sales opportunities. Even good sales leaders find this challenging, given the relentless pressure to hit near-term targets. This is why resource commitment is important."

-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark

● Tactic 2 Mine beneath the surface

Successful sales leaders are highly proactive in mining the growth which lies right underneath their feet, even in what seem to be very mature markets. This micro-market approach to growth generally involves doing three things:



■ Find the pockets of growth -- Many companies are generating growth by breaking large markets down into micro-markets and then identifying which of those niche markets are poised to grow in the immediate future. Put differently, a broad brush approach generally doesn't lead you to the most lucrative hot spots. Sales leaders break their markets down, figure out where their best opportunities lie and then get busy selling to those micro-markets. Identify your most attractive pockets of growth and focus on those.

■ Look beyond sales to generate growth -- Once you've identified your micro-markets with the greatest growth potential, what will often turn your insights into sales will be the involvement of other parts of your organization. Collaboration across functions is often of vital importance in tapping into that growth potential. For example, one European telecom company analyzed its customer data to a very detailed level and developed tailored value propositions which its customer service agents could use to pitch customers who rang up for service support. That generated a 35 percent increase in call center revenue

within six weeks of implementation. Turning inbound service calls into sales had never been attempted before but it was a growth opportunity which was lying hidden in plain sight and which became accessible once other functions were brought into the mix.

■ Keep it easy for the sales team -- One company found its best sales rep was spending 75 percent of her time in an area where less than a quarter of her sales region's opportunities were located. The reason? Sales territories had been assigned on the basis of historical performance rather than immediate growth prospects. By realigning her territory to where 75 percent of the opportunity exists, her numbers have jumped upwards. For the mining micro-markets approach to generate growth, complexity must be minimized. If at all possible, develop a simple dashboard which allows sales teams to understand key metrics and react immediately. Ideally, you want sales reps to be able to make pricing decisions on the fly based on that dashboard.

Key Thoughts

Micro-market strategies give sales leaders a powerful way to find growth ahead of their competitors. The sales leaders we interviewed across a range of sectors agreed that taking this sort of granular approach to growth is essential in deciding

> where to compete and in translating market insights into actions. The most successful sales leaders were extremely proactive in mining the growth that lay right beneath their feet in what seemed to be mature markets."
>
> **-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark**

● Tactic 3 Find growth in your data

While it's easy for sales leaders to become overwhelmed by the sheer volume of data which is available to most organizations these days, the reality is big data holds the potential to generate numerous insights which can increase sales.

> **Key Thoughts**
>
> "What does big data mean for sales management? It is a way to move beyond the traditional customer relationship management (CRM) tools and can help with micro-segmentation, sentiment analysis, customizing cross-selling, and—with the rise of smart phones and other mobile data devices—location-based selling (for example, pushing real-time offers based on the consumer's whereabouts)."

-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark

Some suggestions for turning data into revenue:



■ Harvest every source of data -- Create more opportunities for customers to tell you about themselves. Partner with external providers if possible and then work to generate insights through analytics of their data. Even offbeat sources of data like chatter on social networks can be helpful if understood. Accessing a supplier's data may also deliver some worthwhile intelligence about customer preferences.

■ Get personal in your selling -- Make use of sophisticated microsegmentation analysis to create tailored selling propositions and approaches which will precisely meet your buyer's needs. Use data to forecast customer trends and to develop customer reward programs that will encourage future purchases. Amazon.com's "customers who bought this item also bought ..." recommendation engine

has proven to be enormously successful and is generally credited with increasing sales by 20-to 30-percent.

■ Put data at center -- Make the availability of data, the systematic investigation of growth opportunities and decisions based on that data cornerstones of your sales strategy. This may lead to genuinely novel ways of selling which allow your firm to outsell your competitors. An example of this is Mint.com, Intuit's personal finance subsidiary. Mint offers a free service to Intuit's 5 million customers where customers see a consolidated view of their finances across all products, even those managed by other firms. If customers have cash sitting in multiple accounts earning no interest, Mint flags that and recommends pooling cash into a single account earning competitive interest rates -- generating a finder's fee for Mint. If a customer's spending and savings patterns indicate unprotected assets, Mint might recommend an insurance policy which would generate a finder's fee for Mint from the insurance company. The idea here is to use big data in smart ways to create new sales propositions, to enhance existing sales relationships and to come up with new sales models.


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新客户	销售合作
清楚的角色定位	更好的工具和培训

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Strategy 2 Use and optimize multiple channels to serve customers of different sizes

If you aspire to grow, you'll pretty soon figure out getting your products and services to the customer is the only thing that matters. Growth companies go out of their way to sell the way the customer wants to buy.



● Tactic 4 Work multichannels

Companies which master the art of multichannel sales enjoy larger profit margins and greater revenue growth. Multichannel management looks straightforward but it's often harder than it looks because customers can vary so much. The keys to multichannel sales are:



■ Blend remote sales and field sales -- Remote sales may seem like the best way to serve smaller customers but you may find some of your larger customers prefer this as well. Let customers choose how frequently they interact with you and whether they do things for themselves. Managing this dynamic can boost your own productivity substantially.

■ Integrate online and offline sales channels -- Today’s consumers expect to be able to shop across a number of channels. Many retailers are fueling growth by placing web kiosks right in their stores and by making point-of-sale terminals web enabled so customers can easily order product which is not in stock or redeem coupons. As long as each channel supports and reinforces the overall brand experience, this is a case of the more channels you use the merrier.

■ Orchestrate direct and indirect sales channels, including service channels -- Companies sometimes find it hard to hand valuable customers over to their channel partners but often this is a smart thing to do. The direct sales model is not always the optimum as sometimes partners have capabilities which are better suited to specific market segments. It may, for example, be helpful to have customers deal direct with the company when the product is new but then involve partners later in the product life cycle.

Service channels also need to be factored into the mix here. Customer service teams frequently have intimate knowledge about what customers want and are in frequent contact with them. They can be in a position of trust which can lead to additional sales.

Key Thoughts

"Today, few if any companies have only one sales channel. But operating multiple channels is not the same as multichannel management, which seeks to maximize the benefits of all the available options. This type of management helps keep customers delighted and loyal while optimizing the cost of serving them."

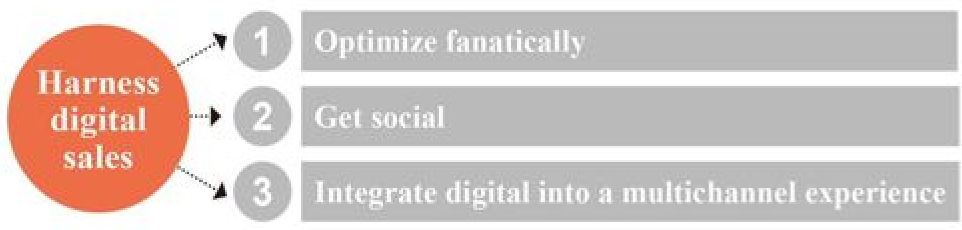
-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark

● Tactic 5 Harness digital sales

Some of the most innovative growth today is coming when companies integrate digital sales channels with traditional channels. Digital sales channels have been major drivers of growth for leading companies in recent years. The simple dynamic is two-thirds of all sales made today involve some form of online research, consideration or outright

purchase. Both digital sales and digitally-influenced sales are growing prodigiously.

So how can you become a digital success story? Some ideas:



■ Optimize fanatically -- Keep testing and adjusting what you’re doing online to drive sales and build loyalty. Keep finding better ways to engage customers. Online sales always come down to driving traffic, making the initial transaction easy and then cross selling and up-selling. Keep working at finding new and better ways to do each of these things.

■ Get social -- Social media may have started out as fringe activities but they have now become global juggernauts. Facebook, Twitter and YouTube generate intense levels of engagement and they can lead to some highly effective personal endorsements. Social media really is word-of-mouth on steroids so you need to figure out how to use this medium to engage customers and help them make complex purchase decisions. Sales leaders are finding

ways to go beyond “likes” to using social media to generate actual revenue. Experiment and keep trying new ideas.

■ Integrate digital into a multichannel experience -- Digital sales channels may be getting all the headlines at the moment but many sales leaders have found the greatest benefit from digital channels is they improve the performance of more traditional sales channels. Merck is doing some interesting things in this area. It launched Januvia, Merck’s diabetes treatment, with a Web site linked to call centers. Merck also organized an online symposium on Januvia. Sales reps then visited the doctors that opted into the video briefing. Within a month, Januvia had a 14 percent market share of all new diabetes prescriptions. Digital works if you’re smart about it and blend it in with whatever else you’re doing.

Key Thoughts

“When considering a digital sales strategy, ask yourself: What would Justin Bieber do? Canadian singer Bieber rocketed to international stardom from his mother’s living room couch, where she taped him playing his first songs, which they uploaded to YouTube. He quickly went viral, acquired professional management, and went on to become a model for online sales success: 40 million people follow him on

Facebook, 14 million follow his tweets, and fans have sampled his music on Myspace more than 100 million times. On iTunes and other online music stores, devoted fans purchased more than 23 million Bieber tracks in 2010 alone. It may sound far-fetched, but the same tactics that made Bieber the top global brand among teenage girls also apply to both consumer and B2B sales."

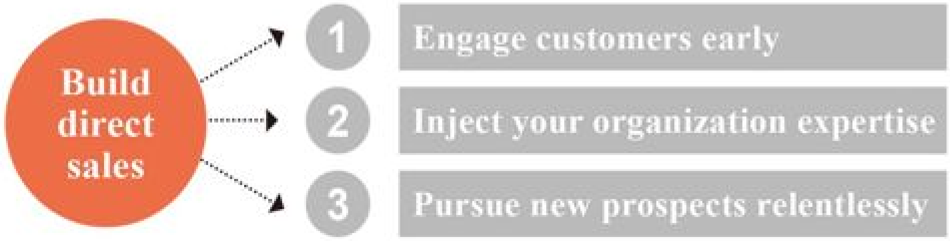
-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark

● Tactic 6 Build direct sales

In today's world, mastering business-to-business or business-to-consumer

direct selling models is no longer enough. The world's leading sellers are using new digital tools to reinvent direct sales. How they do this varies widely from one industry to the next but the common underlying theme of most of these programs is savvy companies overinvest in their best customers. They keep coming up with new and better ways to reward their customers and engage the right prospective customers.

So what are the top sellers doing that you should also try? There are at least three fronts worth exploring:



■ Engage customers early -- Instead of just asking questions, sit down with prospective customers and start discussing how you can adapt your products and services to solve their problems. Spend more time figuring out what they need and less time advocating your product and you'll find your win rate will leap appreciably. If at all feasible, let them test drive some of your products under development as well. They may give you some great feedback which can guide ongoing development and become passionate advocates for what they have helped develop.

■ Inject your organization expertise -- Make certain prospective customers speak to the right people from your team at the right time. Great products don't sell themselves and knowledge is a great selling tool. Find ways to help your sales reps know more about what they're selling and they will sell more. When salespeople are working on big potential deals, make sure there is a collective effort to sell involving your best engineers, technical experts, support staff and so on. Collaborate on those deals.

■ Pursue new prospects relentlessly -- Sales growth is always achieved by first identifying and then winning new customers. Yet salespeople have a habit of relaxing those efforts to secure new customers when they land a big account and keep getting paid commissions on ongoing sales. To offset that, you have to find ways to keep your salespeople hungry and motivated. One company does this by having a designated day every quarter where their entire sales force steps away from their existing accounts and spends the whole day pitching to 8 to 10 new prospective clients each. Others designate some salespeople as “hunters” and others as “farmers” with the idea hunters establish the accounts and then turn them over to farmers to maintain. The hunters can then focus on what they do best -- finding new business.

Key Thoughts

“Creativity is thinking up new things. Innovation is doing new things.”

-- Theodore Levitt

“World-class sellers bring an innovative mindset to their direct channels. Many great companies have found a way to link an excellent customer experience with sales opportunities.”

-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark

● Tactic 7 Invest in partners

Direct selling and indirect selling utilize fundamentally different business models. It's difficult to do both well because difficulties arise which are specific to each channel:

What vendors want from partners	What partners want from vendors
Visibility in the marketplace	Better margins and returns
Plans for growth	Product range simplification
Effectiveness and expertise	No asset duplication
Added value	Clear target segments
New customers	Collaboration on selling
Clearly defined roles	Better tools and training

For all the challenges, getting direct and indirect sales meshed together can be highly beneficial. Many companies have improved revenues by 10-to 20-percent while at the same time reducing their cost of sales by 5-to 10-percent by doing this. The keys to managing direct and indirect channels are:



■ Manage partners as extensions of your own sales force, not as outsiders -- Some companies have a "hire and forget" mentality when it comes to channel partners. Leading sales organizations, by contrast, work hard to improve their partners' performance. If you have the mindset that working with partners is not a zero sum game but that greater visibility will be a rising tide that lift all boats together, then great things can happen. Focus on creating "true partnerships" with the right partners rather than having a multitude of superficial partnerships. Work to make them excel.

■ Confront channel conflicts head-on and challenge partners to raise their game -- Sales leaders work hard to get the balance right between channels. You have to challenge your partners on an ongoing basis to keep raising their game. If you reward those partners who succeed with more support and more training, you can propel them to the next level of performance. Be proactive about reducing areas of direct competition between your own sales force and your channel partners. It's important to be pragmatic

and realistic. Try to anticipate where conflicts are inevitable and then mitigate the impact insofar as possible.

Key Thoughts

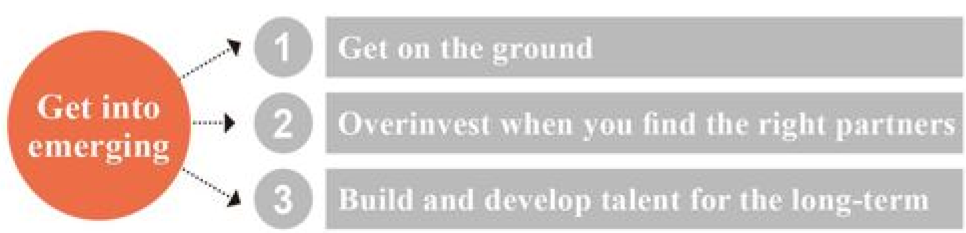
"If we are together, nothing is impossible. If we are divided, all will fail."

-- Winston Churchill

● Tactic 8 Get into emerging

Channel partners are essential when you attempt to capture the enormous growth potential of emerging markets. These types of markets can generate impressive rates of growth if you can learn how to think like a local -- which is where getting the right partner comes in.

To accelerate sales growth in emerging markets, the three main imperatives are:



■ Get on the ground -- Accessing expert opinion is great but when it come to emerging markets, nothing beats getting into the market and experiencing first-hand how the

market works. Get a ground level view of the challenges, the opportunities and the realities of tapping into that market. Cultural differences always shape the most productive selling practices for any market and there is no substitute for getting your hands dirty. If you’re lucky, your initial efforts to access an emerging market may even generate some game-changing insights. Get into the game early so you can move down the learning curve.

■ Overinvest when you find the right partners -- When you identify the right partner to run with in an emerging market -- someone who shares your values and has the right capabilities -- invest in them. Have a long-term perspective about this and help them build their capabilities even if your efforts might not yield any revenue for years. By cultivating these partnerships early on, you’re then positioned for sustained growth in the future as those markets grow.

■ Build and develop talent for the long-term -- It’s not unusual for annual growth in emerging markets to exceed 10 percent year after year. That means a major challenge is to attract the right kind of people who can grow at that rate, and those kind of locals will be on the radar screen of other companies looking to tap into emerging markets as well. The only way you’ll be able to keep good people is if you offer them robust training opportunities and a solid career path. If you’re reluctant to train your people well because

you anticipate they will jump ship and take that knowledge to a competitor, you're already behind the 8-ball. Make sure your people have the opportunity to grow with you.

Key Thoughts

"The dynamic and unpredictable nature of emerging markets that makes employee management such a headache can also be dangerously distracting for sales managers. Yes, consumer sentiment can change quickly, and new competitors can arise overnight, but the best sales leaders don't get swept up in frantic excitement or false urgency. Instead, they balance aggressiveness and speed with rigor to ensure sales investments will generate a return over time. Emerging markets present an enormous growth opportunity for many sales leaders. In many cases, they present an equally large challenge."

-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark


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把销售作业和科技当做成长引擎


调整
销售作业
追求成长
1
以简化内部和后台行政程序，让
销售团队有更多的时间去卖东西
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建立
科技优势
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提供团队深入的见解
2
让通道伙伴也拥有适当的科技
3
准备好聪明使用解析能力

Strategy 3 Use sales operations and technologies as engines of growth

To achieve growth, you’ve got to have a sales engine which is tuned for the task. Savvy companies soup up their sales engines by using whatever technology that is available.



● Tactic 9 Tune sales operations for growth

Some companies have realized revenue growth of 10-to 25-percent by overhauling their sales operations. Optimizing sales operations typically involves two main areas of focus:



■ Give sales teams more time to sell by simplifying internal and back-office processes -- While this sounds obvious, it’s amazing how many companies require their salespeople to do all kinds of stuff which takes them away

from getting in front of customers. If you get your sales reps to keep a diary of how they currently spend their time, you may be amazed to find all kinds of time drains which have crept in. The more time they spend on analytics, filling out reports and developing one-off proposals, the less time they have to spend selling. Even just standardizing the preparation of proposals rather than requiring each to be developed from the ground up could be an efficiency booster. Figure out whether you can increase sales time by equipping your sales force with better tools, by outsourcing more of their back-office tasks or by investing in better self-help tools customers can access on their own. Create more selling time and then guard it zealously against encroachments from administrative work.

■ Makes sales operations faster and more responsive to the customers' benefit -- Optimizing sales can have a positive impact on the customer experience. If you can get quotes and proposals out to customers faster, that should translate into more wins and greater customer loyalty over the long haul. Bring in some of your best customers as an advisory board on how you can get this done. Let them point out where you can add value by shaving response time and where it really doesn't matter so you're focusing on the right areas. If you can reduce complexity by removing unnecessary steps or by allowing people to

exercise their judgment, you should be able to achieve some sizable reductions in costs as well.

Key Thoughts

"To truly overhaul sales operations, the best companies have no qualms about engaging customers in the transformation—helping them change their own systems can be incredibly beneficial for both parties, reducing the resource commitment from both sides, while improving the process. For once, a win-win where both parties really do benefit."

-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark

- Tactic 10 Build a technological advantage

Key Thoughts

"When companies get technology right, the sales results can be impressive. Supermarket chain Tesco runs a loyalty program that generates a tremendous amount of customer data that the company mines to inform promotions and strategic segmentation of customers. Progressive Insurance is known for conducting experiments to segment its customers systematically and effectively and to tailor product

offers accordingly. Capital One's unique customer profiling system mines transaction data from individual customers to generate personalized marketing and sales approaches. Over the years, this has given the credit card issuer a customer acquisition rate that is five times higher than the industry average."

-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark

To get good at using technology to drive sales growth, look for practical ways to use technology on three fronts:



■ Arm your sales teams with insights -- If you can give your reps the right tools when they're out in the field as well as when they're in the office, you'll make them more productive. Even getting basic data into the right hands at an opportune moment can be a game changer when selling. Figure out what kind of sales force automation tools will help your sales reps create actionable sales plans and then work with IT to make it happen.

■ Enable your channel partners with the right technology as well -- If you have a great IT system in place which helps you win sales, make your system available to your partners as well. Sharing your tools rather than hoarding them makes sense because it enhances your visibility in the marketplace. You may also want to develop alliances with your partners to go after major new opportunities which come along. This will be easier to do if you're all using the same tools rather than having an uneven partnership. Find ways to extend your IT infrastructure to your partners.

■ Gear up to use analytics in smart ways -- Leading sales organizations know the tremendous potential for big-data analysis, micro-market analysis and trend analysis to drive sales growth. Be prepared to take full advantage of all the new tools, technologies and talent which is coming along. Build your own analytical capabilities so you can hunt for the insights which could lead to pockets of growth. Recruit people into your sales teams who are skilled in using the new generation of analytical tools and make them a resource the entire sales team can use.

Key Thoughts

"Top sales organizations use technology to improve their own operations. Improvement can be

something simple, like giving reps tablet computers to boost their productivity, or more complex, such as using sophisticated IT tools to give phone reps the right pitches and offers for each lead they call."

-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark


5 个业绩成长的
必胜战术
4
兼顾短期成长与打造长期能力的平衡
发展


管好
团队绩效
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把菜鸟教成精英
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Strategy 4 Balance near-term growth with building long-term capabilities

Tools and technology are great but you need a star team to make them zing. Talent is at the heart of sales growth. Companies that focus on their people are far more likely to deliver sustained sales growth.



● Tactic 11 Manage team performance

Every sales team has high performers and less productive members. Leading sales organizations get to know the causes of those variations and address them. To do something comparable, the three keys are:



■ Coach rookies into rainmakers -- Coaching lies at the heart of every leading sales organization. Companies which aspire to grow must see coaching move from being viewed

as nice-to-have to a core component. Develop a structured coaching program. Many companies have found weekly one-on-one coaching sessions supplemented by daily 15-minute check-in calls works best. Having coaches go on actual sales calls and giving feedback is also useful.

- Insist on regular reporting -- Having the sales team report on their results regularly sets the tempo for the entire sales organization. If sales reps have to report every week rather than once a month, there is a greater incentive to perform. This is also an opportunity to address obstacles and pick up on problems quickly and efficiently before they become major issues. Get used to having everyone reporting using both leading and lagging indicators week-in and week-out.

- Use non-financial incentives intelligently – There‘s always more to motivating salespeople than just money alone. People are motivated in all kinds of different ways. It‘s not at all unusual for sales reps to be more motivated by peer approval and by public recognition than by sales bonuses. Figure out what stokes the competitive fires of your sales team and make it possible for them to get more of what they want.

Key Thoughts

“Recognition awards can be costly and elaborate—induction into the President’s Club and a trip to an expensive resort, or an upgrade of the company car. Or they can be quite simple: a call from the CEO for winning a big account or a one-on-one meeting with a top manager during a field visit. Performance management is a critical component of sales management. But while many companies focus relentlessly on short-term performance, leading sales organizations take a long-term view.”

-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark

● Tactic 12 Build sales DNA

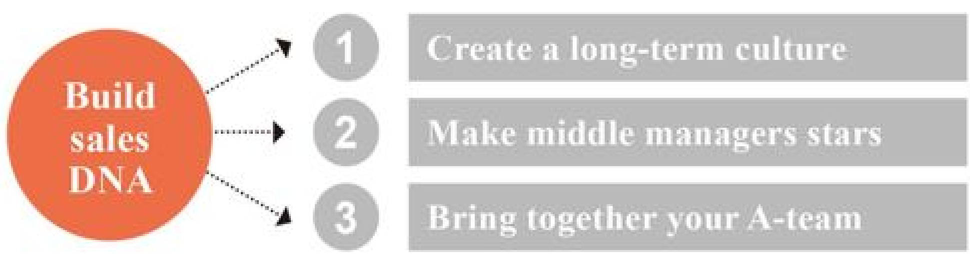
Key Thoughts

“The ingredients that make a high-functioning sales organization—the most effective management behaviors and the required employee capabilities and mindsets—can be introduced, enhanced, and modified. As a result, you can create the organizational DNA that makes successful selling second nature. Why does this matter? Less than a third of change programs and transformation efforts reach their performance targets. A staggering 70

percent of these failures are due to the organization's inability to adopt required new behavior quickly and completely, not because the initiatives were substandard. Having the DNA in place—the right people with the right capabilities, motivation, and attitude—gives the organization the ability to align, execute, and renew faster than the competition. This is not just an important part of sustaining excellence; it's a precondition."

-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark.

To lift your sales team's performance by building sales DNA:



■ Create a long-term culture -- Great sales organizations make longterm performance improvements their main aim, not just hitting short-term targets. They do this by integrating capacity-building into daily, weekly and monthly routines so the organization's focus never slips. To move forward, you have to be continuously improving how

you sell. Learn new techniques and then reinforce them until they stick.

■ Make middle managers stars -- If you genuinely aspire to transform your sales organization, your most important resources will be your line managers. Managers interact with sales reps daily, provide coaching and act as role models for the change you're seeking. Give your managers a starring role in the upgrade of your sales team. Help your managers lead from the front and everything else will then fall more naturally into place.

■ Bring together your A-team -- Successful sales leaders don't just improve the capabilities of their existing team. They also work to draft in even better people as they go along. You need to do something similar. By all means try and recruit high caliber people but provide everyone with training to get better at selling. As people leave through natural attrition, try and replace them with strong producers. Provide a great career path for those who want to move up with your organization. Create mentor programs and stretch programs for your entire sales team. Find ways you can overinvest in high performers and manage out the bottom 10 percent every year. Create a culture that you're building the highest quality team you possibly can and performers are welcome.

Key Thoughts

“Continuous improvement has become second nature in most operational functions. It’s time to bring the same mindset to sales.”

-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark

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坦然接受推行高难度的变革来自征服市场

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由上往下推动成长
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让它成真
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Strategy 5 Get buy-in to implement difficult changes to beat the market

Sales growth is always top-down rather than bottom-up. Great sales leaders set a vision and then work consistently to inspire action. They display strong leadership commitment.



● Tactic 13 Drive growth from the top

Proven sales leaders lead from the front. They know that sales growth starts at the top and do four things to deliver it:



■ Challenge the status quo -- Keep looking for ways you can do things better. Perhaps you can anticipate and

attempt to preempt customer pain points or you might relentlessly pursue a better sales experience. Whatever it takes, make sure you're trying new things to move your sales team forward. Actively question the way you do business and encourage everyone else to do the same.

■ Galvanize your sales team -- The quickest and surest way to send shock waves through your sales team is to communicate one or two objectives that your team should pursue -- and then stay on message every time you interact with your sales team. If you keep talking about the same compelling message time and again, people will start to believe you're serious and will start changing how they act.

■ Be a role model for change -- It's vital that you walk the walk when it comes to moving in a new direction. Be a glowing role model for what you want everyone to do differently. You simply have to lead by example -- there's no other way.

■ Demand results, results and more results -- When a big deal is in the offing, there's nothing better than if you roll up your sleeves and get personally involved. Getting into the trenches and delivering results ahead of your competition will speak more eloquently about your intentions than anything you could ever say. Blend courage, drive and hands-on experience and your team will love it.

Demand results and then work like crazy to help your team deliver them.

Key Thoughts

"The most senior sales leaders set the tone for everyone else in the organization; therefore, their role has the greatest impact in influencing the behaviors and attitudes of sales managers and employees alike. Great sales leaders know that everyone in their organization takes a cue from them as to what really matters."

-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark

● Tactic 14 Make it happen

Key Thoughts

"It's common to talk about "the art of selling," but all the sales executives we interviewed put more science than art into their winning formulas. These leaders all have passion for their teams, but they also pursued change that was founded on data, knowledge, and proven strategies. Furthermore, they had the tenacity to win the day-to-day battles that so often prevent long-term victories in change programs.

They grappled with the age-old question of who is to blame for underperformance—the product or service being sold or the method of selling? They used data and analysis to diagnose their go-to-market approaches, sales processes, channels, technology, talent, and leadership. They were not afraid to ask what the winners did that their teams did not."

-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark

The world's top sales performers do two things you should do when it's time to accelerate your organization's sales growth:



■ Start a dialogue about why change is needed and your vision for achieving it -- All substantial change journeys start with a conversation where everyone is invited to think through a few fundamental questions. You have to get people thinking about how you can beat the market and what systems will be required. You have to pressure-test what you currently do and figure out how to move forward. If you're serious about upping your game, assign your best

people to the change program and provide the resources they will need to make it happen. Generate buy-in for what needs to happen.

■ Do the things which will implement your vision rather than just talking about it -- This is where the real heavy lifting occurs. You have to convince people it's worth abandoning old habits for a better way. You have to be prepared to take reps away from selling so they can learn the new tools you want them to use in the future. Success never happens by accident so stay the course. You might be able to start small and build momentum on the back of some early wins but above all else make the right things happen. Move from thinking to doing.

Key Thoughts

"We believe that companies in every industry can win big by taking a hard look at how they sell. And we hope that, at this point, you share our conviction. But conviction alone is not enough. The stories of all the sales executives who shared their experiences with us show that recognizing the need for change is just the beginning. Making change happen is what makes the difference—and it is hard work. Here's to your sales success."

-- Thomas Baumgartner, Homayoun Hatami and Jon Vander Ark